



Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

October, 1952 • Forty Cents

"FOREMAN OF THE MONTH"—at GATES RUBBER...Page 6



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ACCENTUATE THE POSITIVE!

A GOOD example of how the negative attitude is believed to take precedence over the positive in public opinion is frequently seen in political campaigners' speeches and the anticipated mass reactions to these speeches. This generally is in regard to our hot and warm wars with Russia and Communism. Because fear is a great motivator, many politicians—and others too—find that negative attitudes in their speeches make the listeners afraid, and the fear often motivates individuals to take the action desired by the orator.

When this occurs, people have made judgments based on fear instead of common sense and logic. Judgments based on fear are like houses built on sand—poorly foundationed.

Particularly is it true that the negative attitude on the part of our nation's leaders in regard to Russia and World War III is wrong, because we should be seeing some positive attitudes directed toward finding peace. Instead of standing in fear, we should be thinking positively about how to develop closer ties with our satellites, how to build positively for the future (instead of negatively for tomorrow), and how to be a nation respected for its strength (instead of feared).

When we become positive in our attitudes, so will our government. When our government leaders and aspiring government leaders give up their negative attitudes, then the attitudes of the people and leaders of other countries will become less negative and more positive in their dealings with us.

Negative attitudes know no political party bounds in America, but leaders and aspirants who believe the negative approach is the only one which will produce votes are wrong about the American people. It would surprise a lot of them to learn that the approach of "I believe we can win peace by . . ." is more powerful than "We're on our way to war because . . ."

One of the national characteristics of the NAF and its affiliated clubs is that the positive attitude is believed all-powerful and the negative attitude is labeled a mechanism of justification for the weak and poorly-qualified individual and group. It is a characteristic which sets the NAF apart from other associations of special-interest groups.

The NAF forges ahead by saying "Sure we

can, because . . ." while a lot of other groups lag behind, not advancing, because they keep saying "No we can't, because . . ."

And the remarkable thing is that it's all just a matter of mental attitude.

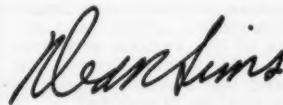
AT THE CROSSROADS

Phil Miller, Editor of "Yours Truly" of the Corn Products Refining Company, Chicago, has contended that organized labor unions are spending too much time on published announcements, making emotional verbal pokes at management. He admits that labor is far more clever in this regard than management dares to be in print. He comments that management's answer is always to be honest in what it prints.

Added Editor Miller in his address before the Iowa Industrial Editors' Association convention:

"Insufficient understanding on the part of both editors and managements of the basic issues involved in the present struggles of our society does much to decrease the effectiveness and worth of some company publications. Lack of understanding often leads to hesitancy and fear, which, in turn, can cause an editor or a management to endorse programs or ideas which they ordinarily might abhor. An editor, who through hesitancy or fear, publishes material which he secretly knows to be invalid or harmful is a dangerous person to the cause of industrial editing . . . Historians say that the 13 colonies were separate entities until George III imposed his will upon all the colonies. The ensuing wrath united the colonies for the first time . . . Management today often finds itself in the position of George III, whether it wants to be there or not, or whether it likes the position or not. Management's steps, then, must be wise if we wish to avoid the fate of George. Today, management and labor possess the same prime goal, their difference being the means of arriving there. The prime goal, of course, is to survive, and one cannot survive without the other. The differences and frictions develop when we come to divide the means of survival. To carry the point further, let us suppose that Stalin was suddenly to develop bad temper, or that Life magazine's flying saucers were indeed to materialize. If either of these occurred, we would again find the industrial unity we generally find in our nation during war. The threat to survival would then become a strange, old man in far away places; or a squat little man with iron lungs from outer space. The so-called "threat" would no longer be management.

"We editors, being the formal voice of management, must attempt to understand the basic causes of the inevitable frictions between labor and management . . ."



STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF MANAGE Magazine published monthly at Dayton, Ohio for September, 1952.

1. The names and addresses of the publisher, editor, managing editor, and business manager are: Publisher, The National Association of Foremen, 321 West First Street, Dayton 2, Ohio; Editor, Dean Sims, 321 West First Street, Dayton 2, Ohio; Managing Editor, Dwight Frick, 321 West First Street, Dayton 2, Ohio; Business Manager, Frank McMenamin, 321 West First Street, Dayton 2, Ohio.

2. The owner is: The National Association of Foremen, a non-profit organization incorporated under the laws of the State of Ohio.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: None.



s/Dean Sims, Editor
Sworn to and subscribed before me this 22nd day of September, 1952
s/Ardel Follick, Notary Public
(My commission expires Feb. 25, 1953.)

ABOUT THE COVER



The photo on this month's cover depicts a portion of the Tank Hull Department at Carrier Corporation who are currently fabricating M-47 medium tank hulls. The action in the foreground shows two welders laying in the "Root Pass" for first pass. The hulls are positioned in a rotation fixture so that all welding can be done in the flat position. The hull laying on the floor shows back grinding of a weld being done before the next welding pass is laid in. The hull in the next positioner shows welders laying in the final welding passes. At times, during the welding sequence, there are three men working on the hulls.

NEXT MONTH!

The November issue of MANAGE will be the Annual Convention Issue, full of photographs, articles and address texts of the various activities at the 29th NAF Annual Convention in Cleveland last month. It will be mailed to you on November 5. It will be worth looking for—one of the biggest and best issues yet.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

OCTOBER, 1952

VOL. 5 No. 1

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THIS ISSUE'S PAID CIRCULATION: 53,024

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

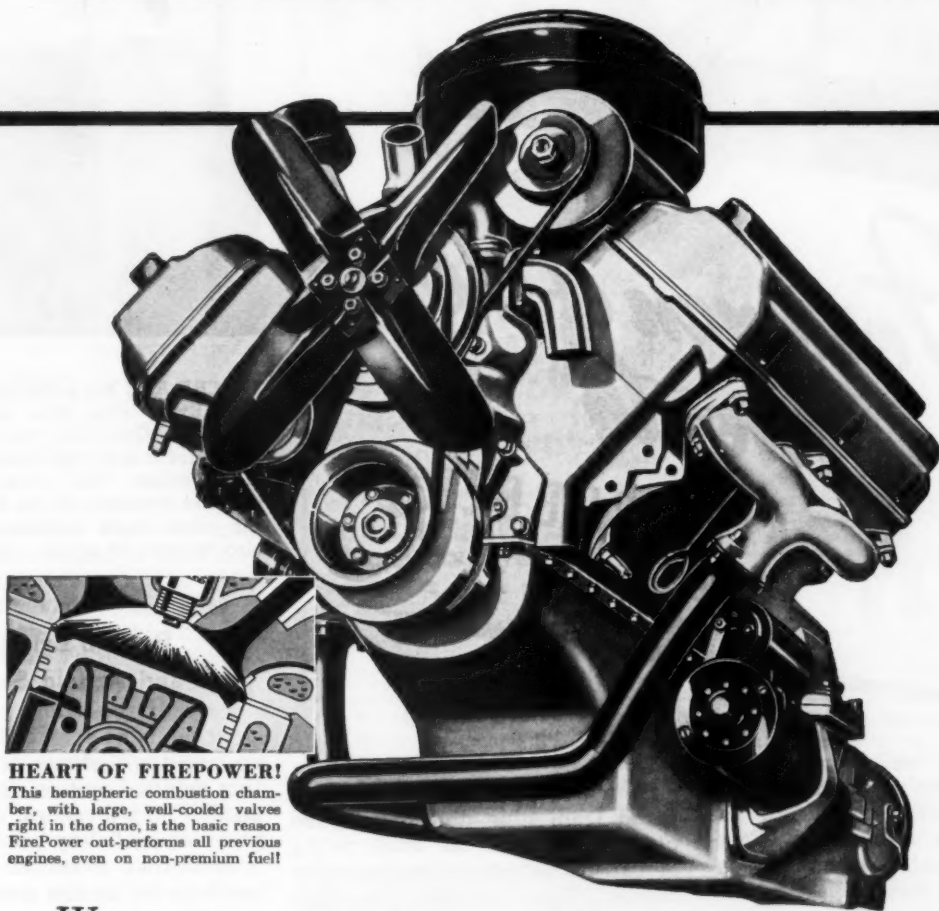
Its 53,024 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

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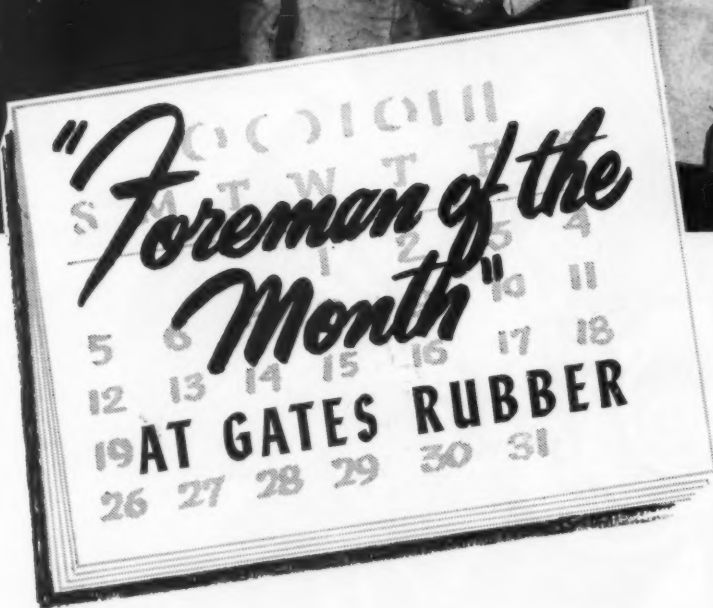
This hemispheric combustion chamber, with large, well-cooled valves right in the dome, is the basic reason FirePower out-performs all previous engines, even on non-premium fuel!

WHETHER you plan to buy a Chrysler or not, we cordially invite you to drive this revolutionary Chrysler FirePower V-8 engine. Only FirePower performance can possibly tell you what it is like. We want you to have that experience. The FirePower engine is a basic new design so advanced it can meet rising performance needs for years to come. Today it delivers 180 horsepower, even on non-premium fuel, and when desirable with

simple changes in manifolding, compression, and carburetion the horsepower can be raised to 250... or over 300, as in the experimental Chrysler K-310 car. Naturally, others will imitate this Chrysler achievement, at least in part. We honestly believe that the FirePower engine will outperform any other car in America... and we invite you to learn the new standard in engine performance Chrysler has set by driving it yourself.

DRIVE a Chrysler and LEARN the difference

See your neighborhood Chrysler-Plymouth Dealer



"THERE ARE NO LOSERS in this contest. Every man gains as he gives," says C. C. Gates Jr., vice-president of the Gates Rubber Company in Denver, right, center. He congratulates the winning Foreman of the Month, while the other eight candidates, who are also winners of prizes, look on.

By Bob Erickson
and Arnold Senne

"A good job, well done!" That's the familiar formula which is winning prizes in the Gates Rubber Company's "Foreman of the Month" contest in Denver, Colorado, these days. And, because the whole contest builds up to final selection of Foreman of the Year, it is continuously building up even more important factors within the organization.

It's a program designed to promote all phases of plant efficiency through a spirit of friendly competition among some 300 foremen. It offers these foremen a chance to win useful prizes and recognition each month by having them compete with one another for top rating in supervisory qualities.

Above all, it sparks enthusiasm and brings vim and vigor to the body of plant employees as well as to the foremen.

Here's how the contest works:

Each month foremen are nominated from nine divisions in the plant to compete in what might be called the "finals" in a monthly contest. These nine candidates are selected by their division superintendents on the basis of their records in the following supervisory qualifications: safety, labor relations, suggestions, turn-over, absenteeism, housekeeping, quality and quantity, care of equipment, attitude, and outstanding accomplishments.

All of these items are important factors in the building of a successful department. Each is as vital to the success of each foreman in the department as it is to his winning the contest.

For instance, in the matter of safety, all foremen know that just one lost-time accident in their de-

partment will eliminate them from that month's contest. Similarly, an upturn in grievances, or a rise in absenteeism in any one department lowers that particular foreman's stock as far as the contest is concerned.

At the same time, however, any improvement in the factors listed will be noted by the division heads. Any foreman whose record reflects it, stands a better chance of winning.

And so it is that the selection of the Gates Foreman of the Month begins with the nine various division heads. They work with each foreman daily and are thus better able to judge individual improvement and compare it with other foremen's records.

After the division head makes his selection, he prepares a report on his selection, detailing the rea-

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sons behind his choice. At this point, the contest committee swings into action. It is made up of three men—staff officers holding strategic positions in the Company. They study the records carefully, and each makes his selection before consulting the other two. Then they compare results.

Usually the three selections agree. In rare cases where the choice is not unanimous, the committee discusses the several candidates, thrashing out the difference of opinion, until agreement is reached, and there is unanimous approval of the committee.

Then comes the monthly presentation ceremony—a very important part of the contest. It is attended by all the foremen as well as top management on a set day each month—the second Monday. The meeting is held between day and swing shifts to permit maximum attendance.

The factory superintendent, presiding, calls the meeting to order and briefly discusses some production problems. Here suspense and showmanship play a vital role in the Gates contest. The nine candidates are first called to the center of the stage in an air of informality and joviality. The superintendent reaches out his hand in congratulations as the candidate—often slightly embarrassed—steps up on the platform. He gets a friendly pat on the shoulder along with some pepper-up comment like, "Nice goin', Bill!" or "It's good to see you up here, Jim!" Then, with all nine candidates lined up and facing the audience, the committee's letter, carefully sealed and still kept secret, is passed on to a member of top management.

After a brief "pep talk," the top management member opens it slowly and reads aloud the name of the winner.

The triumphant foreman is called to the center of the stage, and there he receives the congratulations of his fellow foremen and members of the board of management who are present. A picture of this ceremony is used in the next issue of the plant's employee magazine. And a short biography of the man including his family, hobbies, and work history at the plant is included along with a cartooned il-

(Continued on Page 24)



TO HELP BUILD INTEREST in the Foreman of the Month contest at Gates, the company's artist draws caricatures like these of the winners each month. They then appear in the company employee magazine, along with a story about the winner and a picture of him receiving congratulations from a management member, flanked by the other eight candidates of the month.



CANDIDATES FOR THE FOREMAN OF THE MONTH honors, who might be called division runners-up, look over the array of prizes, arranged each month by the Gates Rubber Company Labor Relations department. Prizes run around \$50 in value for the eight runners-up each month—\$75 for the top winner.

Cleveland Convention Bulletins

ATTENDANCE

● There were 1531 registrations at the Hotel Statler convention in Cleveland, September 17-20. The delegates represented 395 companies in 31 states.

OFFICERS

● Edward O. Seits, North American Aviation, Inc., Los Angeles, was elected NAF President to succeed Ray A. Arduser, Farley & Loetscher Mfg. Co., Dubuque, Ia. Other officers are: Harold B. Lyda, Labor-Management Manpower commission, Washington, D. C., 1st Vice President; Marion Kershner, Armco Steel Corporation, Middletown, O., Secretary-Treasurer; Zone Vice Presidents: (A) William H. Meek, Lockheed Aircraft Company, Burbank, Calif.; (B) Gordon R. Parkinson, Trans World Airlines, Inc., Kansas City, Mo.; (C) Gordon L. Brott, Ohio Rubber Company, Willoughby, O.; (D) William G. White, Blaw-Knox Company, Pittsburgh; (E) E. J. Shetler, Cherokee Textile Mills, Knoxville, Tenn.; (G) John Heerdt, Liquid Carbonic Corp., Chicago; (H) Harold E. McClellan, Briggs Manufacturing Co., Evansville, Ind.; (I) William C. DeHaven, Carrier Corp., Syracuse, N. Y.

AWARDS

● *The Woodhead Trophy*—The Foremen's Club of Columbus, Columbus, O.

● *The National City Club Award*—The Foremen's Club of Columbus, Columbus, O.

● *The National Shop Club Award*—PAA Management Club, Pan American World Airways, Miami, Fla.

● *Zone Plaque Awards*—(A) Grayson Administrative Conference, Lynwood, Calif.; (B) The Convair Management Club, Fort Worth; (C) Foremen's Club of Columbus, Columbus, O.; (D) Hays Management Club, Erie, Pa.; (E) PAA Management Club, Miami, Fla.; (F) Greater Portland Management Club, Portland, Ore.; (G) Dubuque Foremen's Club, Dubuque, Ia.; (H) Nash Kelvinator Management Club of Grand Rapids, Mich.; (I) Foremen's Club of the Buffalo Branch of the American Brass Company, Buffalo, N. Y.

● *Lenawee County Management Club, Adrian, Mich.*, for having a 210 percent membership increase in the club's past fiscal year.

● *Maeco Management Club, Monroe Auto Equipment Company, Monroe, Mich.*, for having a 277.5 percent membership increase during the club's past fiscal year.

● *Convair Management Club, San Diego, Calif.*, for having the largest membership increase of any NAF club in the nation—from 816 members to 1560.

● *Honorable mention to Lockheed Management Club of Burbank, Calif.*, for a membership increase from 1313 members to 1948.

● *2nd Place National City Club Award*—Dubuque Foreman's Club, Dubuque, Ia.

● *2nd Place National Shop Club Award*—Nash-Kelvinator Management Club of Grand Rapids, Mich.

● *3rd Place National City Club Award*—Kokomo Foremen's Club, Kokomo, Ind.

● *3rd Place National Shop Club Award*—Grayson Administrative Conference, Lynwood, Calif.

● *2nd Place Zone Award Winners*—(A) Fairbanks Morse Pomona Foremen's Club, Pomona, Calif.; (B) Hussman Management Club, St. Louis, Mo.; (C) Oliver Cleveland Management Club, Cleveland, O.; (D) National Works Foremen's Club, McKeesport, Pa.; (E) Cherokee Foremen's Club, Knoxville, Tenn.; (G) Solar Management Club, Des Moines, Ia.; (H) Kokomo Foremen's Club, Kokomo, Ind.; (I) 1848 Foremen's Club, Buffalo, N. Y.

● *3rd Place Zone Award Winners*—(A) Convair Management Club, San Diego, Calif.; (B) Douglas Management Club of Tulsa, Tulsa, Okla.; (C) Formica Foremen's Business Club, Cincinnati, O.; (D) Robertshaw Foremen's Association, Youngwood, Pa.; (E) Spindale Mills Foreman's Club, Spindale, N. C.; (G) Hamilton Foremen's Club, Two Rivers, Wis.; (H) Globe American Management Club, Kokomo, Ind.; (I) Carborundum Foremen's Club, Niagara Falls, N. Y.

NEW NAF CLUBS

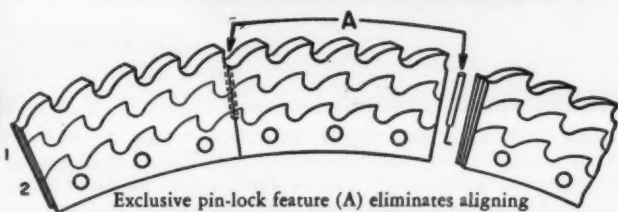
● *The following clubs were approved for affiliation with the NAF:* American Steel Foundries Hammond Works Foremen's Club, Hammond, Ind.; The Inland Foremen's Club, Wheelwright, Ky.; The Magnavox Management Club of Kentucky, Paducah, Ky.; Two Rivers Foreman's Club, Two Rivers, Wis.; Magnavox Management Club of Tennessee, Greeneville, Tenn.; American Airmotive Management Club, Miami, Fla.; Metal Products Management Club, Miami, Fla.; Management Club Aviation Division, The Oliver Corporation, Battle Creek, Mich.

MANAGE October 1952

NEW

... for metal cutting

The Disston Chromos^{*} Segmental Circular Saw



Exclusive pin-lock feature (A) eliminates aligning rivets generally used in segmental saws. Saws with aligning rivets can only be sharpened down to line 1. Disston Chromos can be sharpened down to line 2, giving up to 30% more cutting life.



with up to 30% longer cutting life from each set of segments!

- Replaceable high-speed steel segments
- Tough alloy steel body
- Exclusive pin-lock feature
- For ferrous or non-ferrous metals
- In diameters from 11" to 63"

Here's the latest development in segmental circular saws for sawing ferrous and non-ferrous metals. Unlike any other segmental saw, in which segments are joined by rivets, the segments on the Disston Chromos are *locked* together by flexible tightening pins—permanently holding the segments in perfect alignment. This patented design makes possible up to 30% more cutting life because there are no aligning rivets to limit sharpening.

The tooth segments, of high-speed steel, need only infrequent sharpening. Their narrow kerf assures fast, clean cutting with minimum waste. *Segments are*

quickly replaced and automatically aligned because of the pin-lock feature. Set after set of segments—each with up to 30% extra life—can be fitted to the non-wearing saw body. The tough steel saw-body of the Disston Chromos will accept the strains and shocks of production cutting. Teeth are accurately indexed so they may be sharpened on automatic machines.

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*Alba Record



"THANKS FOR MAKING THEM SO GOOD," Roy A. Bradt, Maytag vice president in charge of sales and advertising, tells the co-chairmen of the Maytag Labor-Management Council. At left to Phil Cobbs, manager of the automatic washer plant, and at right is Bill Muck, an electrician at the conventional washer factory.

LABOR - MANAGEMENT COUNCIL BUILDS COOPERATION AT MAYTAG

Newton, Iowa

MOST employees of The Maytag Company feel that Maytag is a good place to work.

This is not merely an assumption. It is a fact—verified by a survey of employee attitudes and opinions conducted by the Institute of Social Research of the University of Michigan.

Many factors contribute to this feeling among Maytag workers, and some share of the credit must undoubtedly go to the unique Maytag Labor-Management committee.

Composed of eight elected non-supervisory employees and an equal number of appointed management men, the Council is an outgrowth of a workers' committee formed in 1943 for the purpose of selling war bonds. This original committee functioned so effectively

that, within a few months, it was converted into the present Labor-Management Council through the addition of supervisory members and adoption of a basic set of principles.

The opening statement in this "memorandum of understanding" sets forth that "In the interest of mutual welfare and understanding, the management and employees of The Maytag Company recognize there is need for an organization to consider matters of common interest, and, in order to perform our part in helping meet the demands of a highly competitive national economy, the Labor-Management Committee of The Maytag Company is established as an agency for the administration of labor-management affairs.

"This committee in no way changes, alters, or abridges existing collective bargaining or grievance procedure between The Maytag Company and those of its employees represented by a collective bargaining agent. It is mutually understood that the function of the Committee is advisory and recommendatory only and final decision upon any matter passed upon by the Committee rests with the management of the Company."

The committee elects co-chairmen, one representing labor members and the other representing management members, each having equal authority. The co-chairmen alternate in conducting the monthly meetings.

During the nine years since the Council was formed, its activities have expanded into an unbelievable variety of undertakings and the committee's prestige and popularity have grown apace. As now constituted, the council serves as a clearing house for a wide range of employee activities.

One of its prime functions is sponsorship of an annual employees consolidated fund drive—the only authorized solicitation inside the plant. Money is raised for such organizations as the Y. M. C. A., Y. W. C. A., Boys Scouts, Girl Scouts, Salvation Army etc. with the company matching, dollar for dollar, contributions of the workers. The Maytag Employees Consolidated Fund regularly takes care of around half the total goal of the



"QUITE A BEAN!"—One Maytag worker compliments another on the "huge bean" he raised to enter in the annual garden contest sponsored by the Labor-Management Council.

MANAGE October 1952



MIGHTY PROUD—The only reward for serving on the Maytag Labor-Management Council is a tie-clasp carrying the council emblem. Tom Perry, millwright, who served many years as labor co-chairman is shown above admiring his clasp. Tom's son has also been a member of the council.

Newton Community Chest, in addition to sending out matched sums to the home communities of workers who do not live in Newton.

Each summer the Labor-Management Council plans and executes a gigantic and very successful picnic for all Maytag employees and their families, attendance at which runs from 8,000 to 12,000 people. In addition to the usual run of games and contests, the council serves the picnickers (free of charge) more than 10,000 soft drinks, 7,000 cups of ice cream and mountains of candy floss. Trophies and ribbons are presented winners of major contests and thousands of souvenir trinkets are distributed. An elaborate stage show and fireworks display climaxes the picnic in the evening when a Maytag appliance is given away as an attendance prize.

Tied in with the picnic are sports tournaments such as golf, tennis, horse shoes, softball, bait casting, table tennis, cribbage, badminton, croquet and others. The council charters the Maytag park pool for free swimming and brings in a ferris wheel, merry-go-round, swings, miniature trains and other carnival attractions which all comers may ride free of charge. A queen contest attracts scores of entries while the small fry are judged at a baby show. Not to be overlooked are the annual freckle kings and queens.

On only a little smaller scale is the annual mid-winter party sponsored by the Labor-Management group with attendance taxing the capacity of Newton's largest auditorium. Here again, a professional floor show is presented with dancing, bingo and other recreation providing additional attractions. Among other social events staged by the council, most popular are free roller skating parties.

The Labor-Management Council regularly sponsors teams and leagues for both men and women in softball, basketball, bowling and volleyball and develops programs in other activities such as archery, ping pong and horseshoes when interest warrants.

The Maytag men's bowling league includes 24 teams which take over the entire facilities of the Newton alleys for one entire evening each week. The council also sponsors three women's teams in the city bowling league.

Support of the softball program includes an intra-plant league and teams representing both Newton plants in outside competition. When the city softball association encountered financial difficulties one season, the Labor-Management Council took over the lease on the association's ball park and made it available to other teams in the community. The council spent several hundred dollars exploring the possibility of establishing a community recreation field in Newton and pledged \$2500 of its funds to the cost of such a project. To encourage development of future ball players the council is one of several sponsors of Little League baseball in Newton.

Since almost everyone is interested in proving he has a "green thumb", the council annually sponsors a garden show. This activity grew out of the victory garden program during the war in which

(Continued on Page 32)

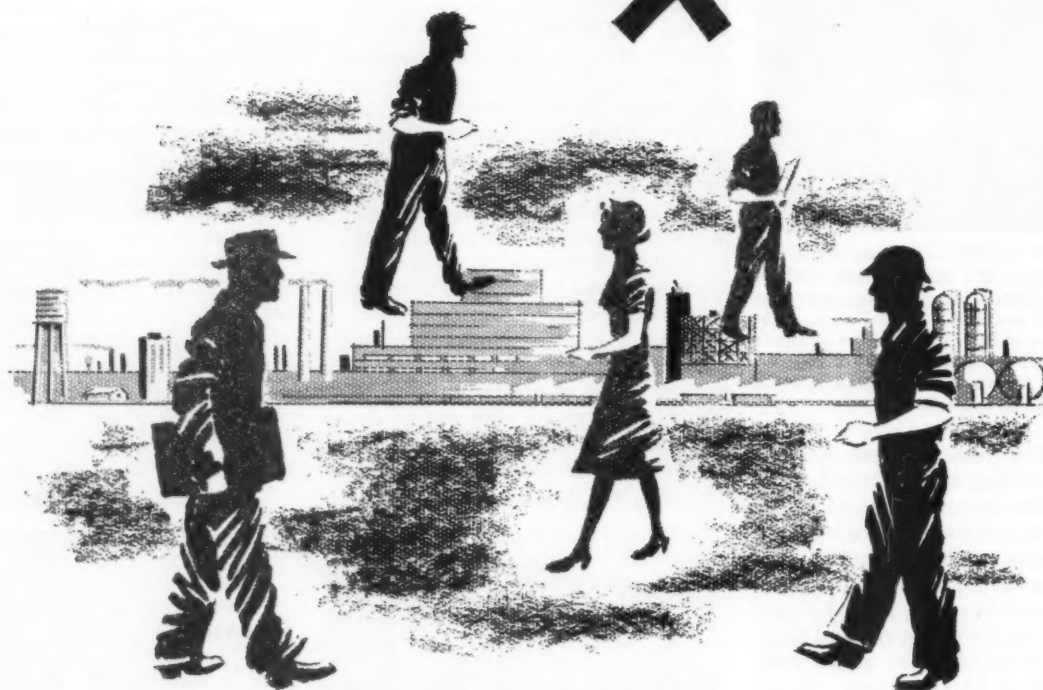


GETTING INTO CONDITION—The annual Tug o' War contest between "beef trusts" of the two Maytag factories in Newton generates a lot of interest. Above one team gets into condition by pulling a giant Maytag van around a parking lot.



TYPICAL LABOR-MANAGEMENT COUNCIL MEETING—Maytag labor and management get together to discuss the many projects they have in operation. Copies of the Council-sponsored employees newspaper, the Maytag Bulletin, are on the table.

Rx FOR INDUSTRY BETT



By **JAMES A. PATTERSON**

Manager of Personnel Administration, The Babcock & Wilcox Company, Barberton, Ohio

WHEN we talk about human relations, we are talking about people. Too often in the past, some folks have forgotten the simple truth that human relations and people are one and the same thing. They have gone to a lot of trouble to search for basic facts about materials, products, and processes. But only within the past ten years have they gone beyond these studies of inanimate things and attempted to learn more about the human factors from which all research of every kind stems. We all have our human frailties, strengths, weaknesses, hopes, fears, worries, disappointments, and ambitions. Most of us respond to humane, intelligent, personalized leadership. We are hurt, antagonized, or discouraged by inconsiderate or ill-advised treatment.

Furthermore, there are very few exceptions; without a doubt, it applies to all people on every level of the social scale.

This recalls the story, which they say has some basis in fact, of the hard-boiled head of a large department store. This tough old-timer passed through the packing room one day when he saw a boy lounging against a wooden box, whistling and having a good time. The big boss asked him how much he got a week. "Fifteen dollars," the boy replied. "Then here's a week's pay," the boss said. "Take it and get out!" When the chap was gone, the boss turned to the department head and demanded to know when the boy was hired and why. "We didn't hire him," was the timid reply, "he was just here to pick up a package."

This little example shows us an instance of poor human relations in action. It is the type of relationship between employer and employee that is on the way out. Today we accept the fact that those who work for us are actually a part of the business and a very vital part. If people constitute the most difficult factor in business to regulate and to control, they also return the greatest dividends when the job of human relations is properly done.

THE IMPORTANCE OF HUMAN RELATIONS

Human relations problems are certainly the most important as well as the most vexing issues before the world today. We all know that the last hundred years has seen more scientific and material progress than the past millenium,

MANAGE October 1952

TRY BETTER HUMAN RELATIONS

but ethical and spiritual progress has failed to keep abreast. In one generation we went through the two most destructive wars in history, and we face the threat of a third. In the words of General Omar Bradley: "The world has achieved brilliance without wisdom, power without conscience. Ours is a world of nuclear giants and ethical infants. We know more about war than we know about peace, more about killing than we know about the art of living."

That is why it is so important that all of us learn more about human relations. We must learn to think of a human being as a unified individual, rather than being composed of one part which carries on physical activity and another part that does the thinking. Human beings think and act as a unit. And human relations programs must be planned accordingly. The simple way of expressing this idea is to say that employees should not be treated as mere efficient cogs in a machine. They should be accepted as associates who have dignity and self-respect and the urge for self-expression. Nobody considers himself as just another worker. He thinks of himself as an individual, similar in many ways, but essentially different from everybody else. And he likes to be recognized as such.

Although it is true that people vary a great deal, there are certain points of similarity and certain human characteristics that we can depend on. In exploring this aspect we might consider the story that is told concerning the late Robert Benchley when he was a student at Harvard. The professor requested a theme from the members of the class expressing their viewpoints regarding the then recent fishing treaty between the United States and Canada. Benchley wrote and wrote, and the professor wondered what Benchley's theme would contain as he knew him to be ignorant of the contents of that

treaty. When he read Benchley's paper, the first sentence revealed the reason for Benchley's concentration. It read—"I cannot discuss this treaty from either the viewpoint of an American or a Canadian, but I would like to discuss it from the point of view of the fish."

Every employer can be quite sure that each of his employees has the following aspirations:

1. He wants to get ahead.
2. He wants the assurance of security for himself and for his family.
3. He wants recognition as an individual, and of the part he plays in the whole organization.

LET'S LOOK FIRST AT THE DESIRE TO GET AHEAD. The most obvious form that this takes is the desire for good wages or for a reasonable salary. In some cases, too, there is the desire for advancement, but this is by no means universal. In breaking down the barricades between management and workers, the fact must be acknowledged that all of us cannot be leaders. Further, many men do not want to be leaders. In the Army, although everyone knows there are distinct advantages in being an officer, a great many men prefer life as a private. The same thing holds true in commerce or in industry.

Henry Ford found many years ago that only about five per cent of the workers who wanted more money were willing to accept the additional responsibility and heavier duties that go with advancement.

But these five per cent are very important people, and it is imperative that we provide opportunities for those who want to climb to higher levels. In fact, we must always maintain that "open door policy" for our employees. Men don't turn to "isms" when they have opportunities to make the most of themselves. But if they are forced to live under a system which limits opportunities for the individual, they will develop into

trouble makers, and certain strong-minded agitators among them will start demanding changes in the social order.

To provide opportunity means also to provide means of improvement for the group. Those who do not care to become leaders must be impressed with the fact that they, too, have a future in the business. They must be shown that when the business is successful their opportunities are greater. What helps business will in turn help them.

THE SECOND COMMON DESIRE is for security for one's self and one's family. Once more employees must be shown that their security is related to the security of the company. When business management fails to provide reasonable security, employees turn to the government for that security. That is precisely what happened in the thirties. All of us know the result—increasing bureaucracy, mounting taxes, and growing governmental interference. This, if permitted to pyramid, can only result in the complete subjugation of everything that pertains to the free enterprise system. Business can provide better security than the government, but only if the human relations factor which directly influences stability and productivity is given the emphasis it deserves.

THE THIRD DESIRE which people have in common is the desire for recognition and respect. An employee will never be content with just his salary and his security. He has an ego that must be satisfied. He wants to feel that he is important in what he is doing. These desires are much less tangible than wages and hours of work, but they are no less important. This kind of pay—the intangible kind—can't be passed out at the cashier's window or in a pay envelope. It comes from the boss, and it's the kind of pay only a boss can give.

(Continued on Page 28)

THE MAN WHO SPLIT THE WORLD...

THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred G. Clark and
Richard Stanton Rimanoczy
(Tenth of Twelve Installments)

IN 1848 opportunity tapped Karl Marx on the shoulder.

In February, in Paris, there occurred the first of a series of successful antimonarchist revolutions.

Marx and Engels had but one thought—to tie their movement to the tail of this kite and soar to victory.

This was a dream come true: they had always known that the "party" could rise to power only on a whirlwind of violence and panic.



As the Paris revolution met with mounting success and as popular unrest spread throughout Europe, Marx worked feverishly on plans to make this revolution his revolution.

Things were looking up: for the first time Marx had one of his people in the French Cabinet, even though it was a temporary Cabinet that was to hold office only until the elections were held.

The socialist "party line" of full employment and "right to work" seemed to be gaining acceptance.



As the excitement rose, the Central Board of the party in London officially transferred its authority to Marx's Brussels Committee.

Marx had always considered Belgium an ideal spot for a revolution and with this in mind, began to hold meetings in Brussels.

The authorities, however, had other ideas, and the entire Marx family was arrested, detained for 24 hours, and shipped out of Belgium.

Arriving in Paris, Marx wrote a long, eloquent article recounting the "unheard of brutality" of the Belgian government.

Needless to say, this "arrest" episode was a wonderful publicity opportunity for the "martyr" from Brussels.



But all was not going well for the Paris revolution.

There were signs that the French middle class was going to vote for "petty bourgeois capitalism" (meaning personal private enterprise).

Marx and Engels felt that this trend could be overcome if the election of the permanent government could be delayed, thus giving the propaganda for the "dictatorship of the proletariat" more time to take hold.

But they could not delay the election, and nine million Frenchmen marched to the polls—and rejected socialism.



But other opportunities were opening for the Marxists.

Events occurred with lightning swiftness.

The Hungarians, Czechs, Poles, and Italians caught the fever and made successful inroads into the power of their monarchs.

And, to Marx's inexpressible delight, there was a successful uprising in Berlin.

The King of Prussia was forced to bow his head before the corpse of each man killed in the street fighting and promise unlimited political reforms.



These revolutions, exploding like a string of firecrackers, were first looked upon by Marx as the ultimate proof of his theory: the European economy had become "mature": capitalism was doomed.

But he could not explain the stubborn conservatism of the victorious revolutionaries: socialism simply had no appeal for them.

Something had to be done, and out of the stress and storm of this emergency came Marx's most brilliant conception—go underground—drop the labels of socialism and communism, infiltrate the capitalistic democracies, and seize control from within.



He decided to start in his native Germany.

Calling together about 300 trusted members of the party residing in Paris, he laid out his plans.

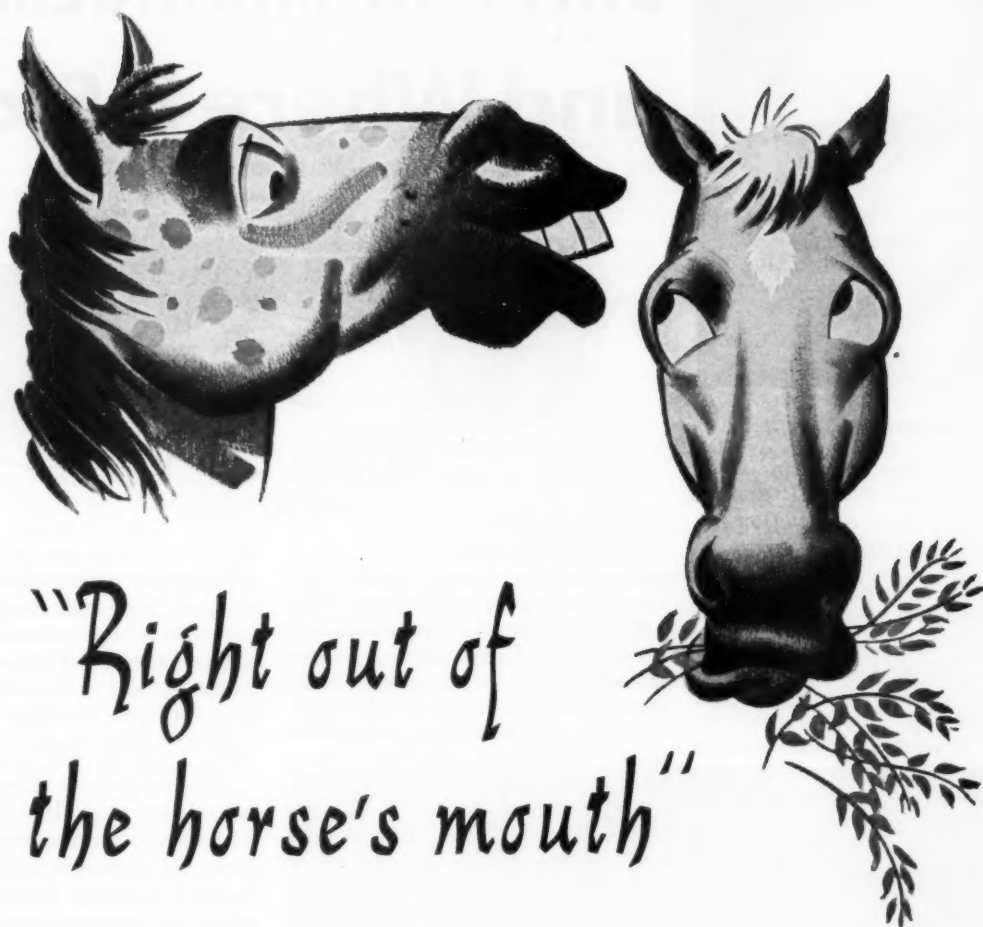
These 300 were carefully instructed on the methods of infiltration and the supreme importance of keeping secret their membership in the party.

Officially this group were called "agitators" whose duty was to stir up unrest in the democratic organizations and in the confusion seize control.

Early in April, Marx and his agitators entrained for Germany.

(To be continued next month)

MANAGE October 1952



"Right out of
the horse's mouth"

You hear a lot of statistics about the November election. You've probably heard these.

- Only about 50% of the people vote.
- Only 30% of the salaried industrial workers vote.
- There are more Democratic voters than Republicans.
- There are also more Democrats who don't vote. Of non-voters 42% are Democrats, 37% are Republicans, 18% are "independents" and 3% just aren't saying.

The worst thing about all these statistics is that they show we have had government by half the people, that too many people don't register, don't vote—just talk.

The best thing about these statistics is that fore-

men can help change every one of them in November.

Now we know where we stand—surrounded by non-voters.

And we know what to do in this situation. Just ask your fellow workers, your friends, your neighbors, two questions:

Are you registered?

Are you going to vote in November?

Nobody likes to say "No" to either of these questions. And if enough foremen ask them, a lot more people are going to take the small amount of trouble to be able to answer "Yes."

America needs a new statistic this November—one showing that practically *all* eligible voters go to the polls and vote. That's a statistic every foreman should be working on now.

THE NATIONAL ASSOCIATION OF FOREMEN

*This advertisement paid for by industries supporting
the American free enterprise system.*



By Edward O. Seits,

North American Aviation, Inc.,
Los Angeles, California. (President
of The National Association of
Foremen.)

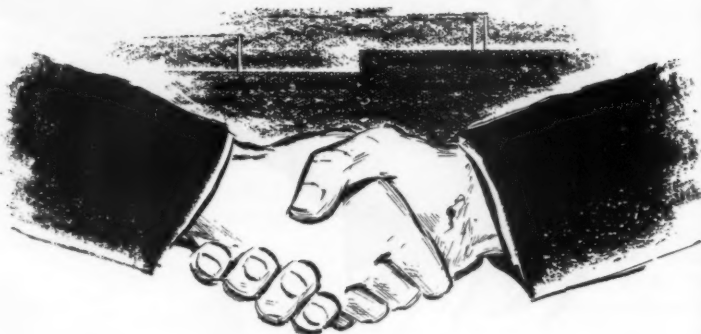
THERE'S nothing hickish or small-townish about an industry where all members of management know and call one another by their first names . . . in fact, it is being proved that this simple human relationship is absolutely essential to management efficiency. The very day that a corporation gets so large, its product so important and its "top brass" so hidden in their ivory towers that first-name calling is no longer a practice, then the firm would do well to refund its stockholders their invested money and close up shop.

A fable by Aesop brings out a situation similar to that within management in many firms which have outgrown the point where supervisors know each other by their first names.

Four oxen shared a pasture. When a lion attacked, they turned hindquarters to each other. Which ever way the lion approached, he met sharp horns.

Soon there arose a misunderstanding among the oxen about which one was eating most of the thick, green grass. Since they were no longer able to live harmoniously in the same pasture, they grew apart—each taking a separate corner. When the lion returned, they could not help themselves or each

UNITY IN MANAGEMENT and Where it Starts



other and, one by one, the oxen fell victim to the king of the jungle.

Physical distances between individuals in management, of course, is due mainly to company growth. In the course of daily work, supervisors in one department sometimes do not see or talk with their "management brothers," working for the same goal, for months. This very distance—in terms of actual space and infrequent contacts—frequently leads to misunderstandings between departments and the day and night shifts.

Since the aircraft industry is the pulse of our defense and war production efforts, the planners of this business have had to be men who knew how to, in a sense, lock the barns before the horses were to be stolen. In North American Aviation, Inc., each division has its Management Club—and every club is affiliated with The National Association of Foremen. Through these groups and the facilities of the NAF, North American has been able to keep a "small shop feeling in a giant industrial concern."

On one evening of every month, a majority of the 1,200 members of the NAA Management Club of Los Angeles, for instance, meets for club business, entertainment, and perhaps—if it is the proper time and place—for a few sociable

drinks. Our club meetings are gatherings where business and pleasure do mix, where members of supervision leave their titles back at the office and get to know each other on the "Hi, Joe," "What say, Tom?" and "Attaboy, Jerry," basis.

Despite the many wonderful instruments of modern industrial relations communications, there can never be a good substitute for face-to-face contacts between employees. Management people are just as much employees as the men who work for them, and the spirit of cooperation between these industrial leaders is of great significance because the activities of hundreds of men in their employ and the operation of millions of dollars worth of tools in their respective departments actually depends upon the friendly cooperation between the departmental leaders—the management. In modern industry, management cannot begin to function properly if the names of its members are restricted to being just names-on-the-door or telephone directory listings to their associates. Human misunderstandings are quick to creep in.

Will Rogers said he never met a man he did not like, and I shall always believe that it was because

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Will never met a stranger . . . he always had time to spin a yarn and really get acquainted.

The National Association of Foremen works for and insists its affiliated clubs work for—unity in management. This objective has become the basis upon which North American management people deal with one another. We have found that it is easy—and downright enjoyable—to do away with misunderstandings between men of management ranks before the misunderstandings develop into full-size problems.

Not long ago, an assistant foreman on the final assembly line received some brackets from our machine shop which did not quite fit the airplanes coming down the line. He knew the head of the machine shop intimately and called him on the phone.

"Look, Fred, old man," he began, and then he explained the situation.

Five minutes later the two department heads had traced the error to its source—back on the drafting table—and were working congenially with the drafting room head to set the bracket errors in order. Within a short time—without anybody ever losing his temper the proper plane parts were on the final assembly line.

Human understanding had once more paid off for North American. It made an impression on us because similar situations have turned into knock-down, drag-out fights and merciless buck-passing in other industries.

In this sort of friendly atmosphere of mutual understanding and personal respect, cooperation is rarely lacking. The perspective of the management people takes in the whole company and not just their respective, possibly isolated departments.

Recently, at one of our club meetings a supervisor in the tool department suggested to the superintendent of the machine shop that round pins be used on mill fixtures rather than the type currently in use. The man with the recommendation explained his personal observations about the pins and the machine shop head glowed with enthusiasm for the idea. Within a month, the "casual" idea was a

reality and it immediately made possible a marked decrease in production costs.

Multiply this incident by, say, the total membership of the North American Aviation Management Club of Columbus, O., and you have hundreds of workable ideas which lead directly to lower production costs—and a distinct edge in competition.

Ten years ago, there were four different supervisory organizations at the Los Angeles plant of North American—the general foremen's club, the assistant general foremen's club, the foremen's club, and the assistant foremen's club. The very number of groups defeated the original—but almost obscured—purpose of achieving a "one for all, all for one" spirit on North American's management team.

In 1942, the four separate groups were welded into the Foremen's Club. This wasn't working out exactly right so this club was reorganized into the Supervisory Club. Still the group wasn't working out, so the Management Club—affiliated with the NAF—came into being. Every year becomes a better, a

more successful year for the North American management clubs.

Executives of North American actually do take active interests in our management club affairs. They attend meetings, give every possible cooperation, and intentionally hang back from active leadership of the clubs in Los Angeles, Fresno, and Columbus.

Beyond offering everybody on the management team the opportunity of knowing his teammates, the NAA management clubs have instituted valuable services to ambitious members who want to get ahead in the company or the management profession. Each club has its special educational program, and the program chairmen spark the meetings with factual presentations on the functions of the various North American departments. For example, the Los Angeles club recently learned from the engineering department exactly how NAA bids are made for Air Force and Navy Contracts. Not too long ago, the scheduling and planning department was in charge of a club meeting and they graphically ex-

(Continued on Page 28)



AMONG THOSE PRESENT at the North American Aviation Management Club of Fresno Charter Presentation are left to right: J. H. (Dutch) Kindelberger, Chairman of the Board, North American Aviation, Inc.; J. L. (Lee) Atwood, President, North American Aviation, Inc.; Jim Seaton, President, NAA Management Club of Fresno; and Gil Cheek, President, NAA Management Club of Los Angeles.



How would you have Solved this?

NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than October 28, 1952. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

Here Is the Supervisory Problem For October

Eddie Calloway is an interviewer in the personnel department of the Junko Manufacturing Company, and he is supervised by Tom Arnold, personnel manager. Eddie is 37 years old, married and father of four children. He has been interviewing prospective, resigning and retiring employees for Junko for six years.

Eddie is what is commonly known as a "blabbermouth." He has caused much friction within the department and within the company by talking about confidential matters regarding officers and employees of the company. He wastes a good deal of time talking politics, wrestling, boxing, hunting, fishing and just "about people."

His work, however, is good. He has never recommended an unsatisfactory employee to a supervisor of the Junko Company, so his judgment is excellent. He is well-liked by people who come to the Junko Company for employment, and he is liked by most of the officials and employees. People are, however, getting a little fed-up with his reckless talk, particularly those persons embarrassed by his disclosure of confidential information.

Tom has known Eddie a long time. They grew up together. He has chided Eddie for his abuse of confidential information several times, and has told him to try to set a better example for the other employees by not talking so much.

But Eddie continues to blabber on and on. Recently he embarrassed a vice president by disclosing to the executive's secretary that her boss had been married four different times, prior to coming to work for the Junko Company.

What should Tom do and how should he do it?

HERE WAS THE SEPTEMBER SUPERVISORY PROBLEM . . .

Willie Piper is a journeyman lineman on an electric utility line crew, concerned primarily with new construction work. Jess Smith is foreman of the crew. Willie has been with the company since 1946 and is a member of his local union. Jess has been with the company twenty-seven years and is one of the most respected foremen in the overhead construction department. He is particularly well liked by his men because he is so fair with them.

But there is a general personality clash between Willie and Jess. The lineman recently dropped a hammer from the top of a pole where he was working and it nearly struck Jess. Although the lineman is liked by his co-workers because he is a "swashbuckling" sort of a fellow, he is not cooperative with them and admittedly pays no attention to the rules—even those of safety. Until 1947, Jess had the most efficient crew in the overhead department, but since that time its record has gone steadily downward. Jess has picked up a few hints that it is thought he is "getting too old to handle the young-blood" like he ought, although Jess is only 59 years old.

Recently Willie cursed Jess when the foreman ordered him to put on his rub-

ber gloves while working around a 33,000-volt line. Jess threatened to fire the man, but the lineman laughed at him and said, "You can't fire me and you know it!"

Willie the lineman knows what all the other unionized overhead construction men know, and that is that the superintendent of overhead construction generally fails to back up his foremen in their disciplinary decisions. Jess and some other line foremen have talked about going to the vice president in charge of operations on the general situation, but they hate to go over the superintendent's head. The Willie-Jess situation is not at all uncommon on the company line crews, because the men know the foremen do not have the support of the superintendent.

Jess knows that Willie is making him look bad as a foreman, because his men are losing respect for him. He knows Willie is hurting the crew's record, which also looks bad for Jess.

The foreman knows the situation will only become worse if he tries to fire Willie and the superintendent, as usual, fails to back him up and make the discharge stick. He is equally afraid not to fire Willie for the reasons in the preceding paragraph.

If you were Jess Smith, how would you solve this problem?

SEPTEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the September issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Take A Gamble!

By Joseph C. Perkins, Delco Radio Division, General Motors Corp., Kokomo, Indiana.

Line crew foreman Jess Smith—for the good of his company, his crew and himself—has but one course to follow. And that course is to fire Willie Piper on the occasion of his next infraction of the company rules! (Jess shouldn't have just threatened him on the

occasion of the rubber glove incident!)

But Jess must act with firmness and follow through with finesse.

Apparently the vice president in charge of operations does not know the lack of support given to the various line foremen by the superintendent. Therefore, on the occasion of Willie's next infraction of company rules, Jess should proceed to fire him on the spot, and send a complete report (in letter form) to the superintendent, with a carbon copy to the vice president. This report should contain a complete statement of the current situation, Willie's attitudes, previous infractions of company and safety rules, and his lack of cooperation with his co-workers.

Jess is going to be gambling. But

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what kind of man is he, with 27 years of experience (and the most respected line crew foreman) if he isn't willing to gamble for what he knows is right? If this course of action does not accomplish what must be accomplished within this company, then it's time for Jess to look elsewhere.

This great U. S. A. hasn't gone quite so "blooey" yet, that there isn't within its borders an electric utility company (or any other for that matter) that isn't looking for a man of long experience, personal convictions, and company interests that Jess Smith should have.

Jess isn't quite as young as he used to be, but what has that got to do with right or wrong?

A Question of Authority

By Gene L. Darr, Consolidated Vultee Aircraft Corp., San Diego, Calif.

It seems to me that Jess' problem is primarily with the superintendent and not with Willie Piper. The trouble with Willie Piper will end as soon as Jess' authority is established and Willie knows that he can be discharged by that authority.

He should go immediately to the superintendent, place the problem before him and get a definite answer as to whether he will or will not stand behind him if he decides to discharge Willie. The other foremen should do the same. Now the superintendent cannot say that he was not consulted in this particular matter. As the superintendent seems to be definitely mishandling his position, I think the foremen should have disregarded protocol long ago, and brought the situation to the attention of the vice president. As this is not an isolated incident but a general problem that threatens the efficiency of the entire company, individual personalities, as that of the superintendent, should not be considered. When Jess and the other foremen bring the entire situation to the attention of the vice president, his decision must be with the safety of his company. The safety of an organization depends upon its strength, the men in management, and these men must stand together.

The vice president knows this or he would not be in that position. Only he can correct this leak in the strength of his company. Once this is done Jess will regain his authority and his men's respect and his problem will be solved.

Build Up The Case!

By W. W. Holman, The Tillotson Manufacturing Co., Toledo, Ohio.

Jess has a ticklish problem. Here, with an "insubordinate subordinate," he is confronted with a situation which is causing him to lose face in either direction.

(1) His past splendid record is getting a kick in the pants with this exhibitionist evidently going out of his way to make life miserable for poor Jess.

(2) On the other hand, if Jess fires Willie, the former will probably still lose face when the superintendent fails to back him up, and Willie will have made good his boast: "You can't fire me!"

Willie should get the boot quicker than Steinmetz could recite Ohm's Law.

But—this must be done with the utmost of planning. Lot's of groundwork.

Jess should continue to warn Willie of his infractions of the rules, making it a point to especially do so when other line foremen are around to see what's going on.

Meanwhile, he should have made up his mind to fire Willie at the next major rule-breaking, and should prepare a written record of all future infractions and their accompanying dates, putting them in a letter to the superintendent so that he will be able to dispatch it as soon as the final action is taken and before Willie gets to the superintendent. This letter should fully explain the action and the history behind the action. It should especially point out Willie's out-and-out defiance of rules and his boast that he couldn't be fired.

Such a letter, based upon this pride-appeal to the superintendent, backed by rules of safety which are surely in the labor agreement, and perhaps even city or county

(Continued on Page 30)



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CHICAGO



By Joe Penfold

EVERYBODY is now sighting in his rifle for the big game season—which should remind you—better get out and do that and not leave it up to the last minute. Chances are the old rifle still shoots pretty straight, but how about you? A little practice will sharpen up the eye.

How about the boots? Oiled them lately? Better give them a neat-foot oil treatment followed by a good rubbing with a leather pore-filling grease. A comfortable, dry foot is just about the most important part of a hunting trip. Don't wait until the last minute to get your tent, cooking gear, bed roll etc. in top order, so when opening day arrives, you're fixed right.

With hunting season breathing down our necks—big game, small game and migratory birds—it's easy to forget that there is still a whopping amount of good fishing remaining—and whopping size fish also. Fall always produces some of the best and some of the biggest. Out this way, from now on, is when the big brown trout, or, if you prefer, the Loch Leven, perform best.

They're cannibals, so it's claimed. They don't cook quite so tasty as a brookie, a cut throat or a rainbow, and during the summer they're a little tougher to tempt with a Ginger Quill; but from now on 'til open season ends, the old brownie earns his keep. Filet him, we say, broil him directly over the coals of your campfire, with a bit of salt, and if you've butter along try an occasional basting, and he's top camp eating.

With a little practice it isn't hard to bone trout. Clean the fish as you ordinarily would, but continue the stomach slit clear down to the tail and lop off the head. Holding the

fish with your left hand, work the index and middle finger of your right hand along the back bone, topside of the ribs. Work them on back toward the tail, spreading your fingers as you go to separate the ribs from the flesh. When you get to the tail, you can lift the backbone and ribs clear out, leaving not one bone in the flesh. This works best with a trout 12 inches or longer, but with care it will work on smaller fish. Stretch this boned trout on a willow switch over an aspen log fire, and you've got the best in grub.

Back a few years, on an elk hunting trip, we ran into bad weather—snow and more snow. One of the boys quit hunting and caught us a mess of 10-inch brookies in some beaver ponds—on dry flies during a blooming snow storm and what's more—they ate mighty well.

Smart hunters, going after deer and elk in the West, will take a fly rod along also, because some of our best trout fishing comes after September 15.

U.S. DOLLAR DEVALUED

Maybe you've been to Canada this past summer. If so, you found that the U.S. Dollar was worth only about 96c in Canadian money. A prominent Canadian banker sums

it up this way: "You in the States have been using up your supplies of renewable natural resources faster than you can reproduce them and you have been prodigal in your use of non-renewable resources. Your economy, therefore, is slightly off balance and as a consequence your dollar is no longer at par or at a premium in relation to the Canadian dollar." That is something we'd better be thinking about!

Good news for duck hunters. In every flyway, there'll be ten more days of shooting this season. Atlantic and Mississippi flyways states will have a 55-day season, Central flyway, 60 days, and Pacific, 70 days. That's the big news out of the U.S. Fish and Wildlife Service.

Breeding ground surveys all indicate better nesting and survival this year than for a long time. Climatic conditions were good. Forecasts are: Atlantic flyway, the fall flights should show a slight to moderate increase; Mississippi, moderate increase; Central, a major increase, and Pacific, a moderate to considerable increase. Check your state regulations for bag and possession limits.



One of the high lakes, above 13,000 ft. where trout come fat, sassy and full of fight. Summer elk range, also. Gunnison National Forest.

MANAGE October 1952

PR FUNDS LESS THAN LAST YEAR

Pittman-Robertson funds—they are the funds derived from excise taxes you pay on sporting arms and ammunition which revert to state game and fish departments for wildlife restoration work—are less this year than last. Putting it more accurately, they were more last year than this. Seems last year we really bought, and we're back to normal now. Anyhow, they total this year something over \$10,000,000. That money goes from the U.S. treasury to the 48 states and finances work which helps keep up the quality of your shooting. Some of the best use these funds are put to in the West is to purchase lands, for public shooting grounds, and to acquire access to vast tracts of public lands which are blocked off by private lands.

Which should remind you of one of the tenets of good sportsmanship—behave yourself on private land. Close gates, don't trample crops and don't shoot near dwellings or close to livestock. Let's be welcome on private lands!

SAFETY

Governor John S. Fine of Pennsylvania sums it up: "In proclaiming Hunt Safety Week, I am mindful of the great responsibility in preventing shooting accidents and saving human life. Hunting as a recreational sport is a wonderful tonic for both health and happiness when safely pursued; but no sport is worth unnecessary or other risks of the loss of an eye, an arm, a leg, or the loss of a life."

And let's add to that. If you aren't as young as you once were (it will only take an hour, and it's good insurance, the best actually), go see the old family pill roller and let him check your ticker—before you go hunting.

We know whereof we speak, having lost two good friends this past year. Don't know a better way to go, but it's tough on the family. Know your own limitations when you hit the back country trails.

Hope you fellows will remember to shoot in pictures and brief yarns about your hunting trips. We need 'em, to make this outdoor page, your page. Address: 970 Forest St., Denver, Colo.

HIGHER LEVELS

By E. S. Maclin

THE word supervisor comes from two words which, when put together, mean to "oversee." This means that a supervisor must be able to see farther than those whom he supervises.

How does he acquire this farther vision? One way is through better planning of the work in his department. A job well planned is a job half done. In planning a job it is well to consider the following points:

1. When the job must be finished.
2. Who in the work force is best able to do the job as it should be done. This means that the supervisor must know the abilities and limitations of each man in the department.
3. What material is needed and how soon it can be delivered to the work place.
4. The availability of the equipment which should be used for this job. When this is decided it should be put on the machine schedule chart so all will know the work time of each machine.
5. All blue prints and special instructions must be checked. This will enable the supervisor to give clear and accurate instructions to the man doing the job.

Another way to secure the overview is through reading. A supervisor will find on the market, or through the local library or the NAF Lending Library excellent books on supervision and management. He should make it his business to read at least two books a year, more if possible. He should read his trade journal including the advertisements and book reviews.

Some colleges conduct conferences running from one day to five days. These are well organized and contain much material of value to men in supervision, not the least of which is meeting men from other industries and exchanging ideas with them. A real supervisor must be willing to invest some of his earnings in his own professional improvement. If his foremen's club puts on an educational program he should join up and take an active part in the work of the club. The supervisor and the club will both be better for it. He should read **MANAGE** and then send the editor ideas and experiences in handling jobs and men. Supervisors should write **MANAGE** for assistance in meeting problems relating to shop and men. Other supervisors can offer suggestions of value.

Each supervisor must recognize that any improvement made in handling his job must come from the growth of his own knowledge and understanding of men, machines, materials and methods of production. Too many men are willing to drift on the "misty flats" and curse their luck because the sun does not shine. Men of management and men of America who have the pioneering spirit of their fathers find some way of climbing above the mists into the sunlight of understanding. To them all pay tribute for what they have made of themselves and their company through their growth in attitudes and desires for personal development. It is an indisputable fact that when a man helps another up life's ladder, he too is climbing to higher levels from which he can see farther into better supervision.

Management on Review



NEW HOOSIER OFFICERS—Heading the panel of officers for the Magnavox Management Club, Fort Wayne, Ind., for 1952-53 will be, left to right above: Eric B. Lasch, 3rd Vice President; J. H. Stevenson, Treasurer; John H. Teeple, 1st Vice President; William Kaiser, President; G. H. Schmidt, 2nd Vice President, and Dean E. Hyman, Secretary.



PRIZE HEREFORD BULLS (foreground only) are shown these representatives of the Douglas Management Club of Tulsa during their recent visit to the Stand-De Ranch near Nowata, Okla. The trip was made in a chartered bus.



RIECO FOREMAN'S CLUB OFFICERS—Left to right are the recently-elected officers of the Rieco Foreman's Club, Greensburg, Pa.: John Davison, Vice President; John H. Morris, President; Ralph Kromer, Secretary, and Jack Snyder, Treasurer.

Foremen Aid Safety

Wausau, Wis.—"The importance of foremen in any plant accident-prevention program cannot be over-emphasized."

With that statement Floyd E. Frazier, director of Industrial Division for the National Association of Mutual Casualty Companies, urged all foremen to take an active interest in constant safety and accident prevention work.

"Foremen are closest to the men actually operating the machines," he added. "It is their responsibility to see that employees working under their supervision do things the right and safe way."

Accident-prevention does not include the safety work done after there has been an accident, he pointed out. The preventive measures should have been taken earlier.

"It is axiomatic that costs go down if accidents are prevented," Frazier said. "The accident-prevention programs of mutual insurance companies have the major aim of reducing the frequency and severity of industrial mishaps and returning savings to policyholders."

The foreman's attitude toward safety determines the thinking of men under him in all phases of accident-prevention. He has the opportunity to observe improper working methods many times before an accident actually happens. Early correction of bad working habits means a successful accident-prevention campaign.

"After an accident happens, the definite cause can be established. But that is only an attempt to derive some good from the loss that has occurred, not the preventive work that should have been taken earlier to eliminate the accident source before it had a chance to happen," Frazier said.

Discuss Council Plans

Kayford, W. Va.—Four management clubs affiliated with the NAF met in Whitesville, W. Va., August 4, to discuss plans for creating an Area Officers Council. Clubs represented at the meeting were the Armco Mining division Club of Montcoal; the American Viscose Management Club of Nitro; the Truax-Traer Coal Company Management Club of Kayford, and the Island Creek Coal Company Management Club of Holden—all located in Southern West Virginia.

James Corr, NAF Director, presided at the meeting at which J. V. Kappler, NAF Area Manager, discussed Council possibilities. Kappler said the Council would be helpful in bringing together

all officers of all the NAF clubs in the area and the meetings would stimulate unity among the various clubs and would bring about the pooling of ideas. He stated that NAF club officers have keen responsibilities in planning club activities which will maintain enthusiasm and interest on the part of club members.

George H. Stain

Two New Subsidiaries

Cleveland, O.—Diamond Alkali Company, one of the nation's leading producers of basic chemicals, announced today that it had formed two new subsidiary companies to handle its rapidly-increasing volume of export sales.

The new concerns, both incorporated in Delaware, began their activities September 1. Diamond Alkali Inter-American Corporation will be the sales outlet for Diamond chemicals in Latin-America and other countries in the Western Hemisphere outside the United States; and Diamond Alkali International, Inc., will serve all other areas of the world.

Offices and facilities of both new companies will be at 122 East 42nd St., New York City. S. S. Savage has been elected president of the new export companies.

Diamond Alkali operates 13 plants throughout the United States which produce organic and inorganic chemicals for agriculture and industry.

Consolidated Vultee Initiates Executive Training Program

San Diego—A plan to systematically appraise, counsel, and train executives for more important positions in its general office and manufacturing divisions has been initiated by Consolidated Vultee Aircraft Corporation, A. P. Fontaine, vice president and general manager, announced today.

"Realizing the value to be derived from a replacement schedule for executive personnel, we believe this program will more readily permit the company to promote its own personnel to fill new positions arising from expansion, present positions which may become vacant, and combinations of positions which could result from contractions," Fontaine said.

Responsibility for implementing the plan on a corporation level rests in a master personnel committee comprising R. H. Biron, vice president, as chairman; Fontaine; J. V. Naish, vice president; and H. B. Rountree, committee secretary. The plan will function under comparable committees in the company's operating divisions, with the division managers as chairmen.

"Our definition of executive positions begins with that of factory superintendent, ends with the company president, and embraces all intermediate line and staff positions," said Biron, speaking for the committee.

"The Executive Development Plan adopted by Convair comprises five major phases: (1) an inventory of executive personnel, (2) an analysis of executive positions, (3) a comparison of executive personnel and positions, (4) the preparation for training candidates, and (5) the actual training of candidates for executive positions.

"It is apparent that the plan is four parts diagnosis and one part training. Our immediate objective is the full utilization of existing opportunities for training within the organization.

"This program not only will enable us to better qualify our own

personnel to fill new executive positions as they may develop, but it will be tailored to help executives improve their current efficiency and prepare them to accept even greater responsibility.

"The plan is in keeping with the latest development plans already tested by other large corporations. We expect it to produce an even higher level of executive efficiency, as well as helping us put our hands on the right man when the right position opens up."

Initial move in the long-range program is to take an inventory of executive personnel and review their records, making studies of age distribution at various levels and forecasts as to future vacancies based on retirement, advancement, life expectancy and similar factors.

The second phase contemplates an analysis of all current executive positions and the establishment of specifications and standards of performance. Following this, executive personnel and their positions will be compared and the personnel identified, in general, with the "target" positions or areas at which they are aiming.

Actual training will include, but not necessarily be confined to, on-the-job coaching, in-plant and inter-plant job rotations, in-plant training, university study, research, and correspondence courses.



SO LONG, FRIEND—C. L. Barrett, right, was presented with a life membership plaque by the Fairbanks-Morse Foremen's Club, Pomona, Calif., on his recent retirement as Works Manager. Making the presentation is Club President R. F. Hough. The award was made as "a small token of reward for the guidance and cooperative assistance you have always given us."



THIS IS WHAT YOU RAP WITH—Joe Frederick, left, 1951-52 President of the Spang Chalfant Supervisors Association, Ambridge, Pa., turns the gavel over to the new President, E. C. Smith.

STARTING QUALITY CONTROL IN YOUR PLANT

By Victor G. Verschoore, Divisional Quality Control Manager, Hughes Aircraft Company, Culver City, Calif.

Control of quality is of paramount importance during the production process. Controls should be flexible enough to allow the quality system to parallel production processes with regard to changes in the nature of the product, as well as changes in contractual requirements.

The quality control system should not require a higher quality level than is necessary to meet contractual requirements. It should be the responsibility of top management to determine the importance of quality of the product. Their decision should be transmitted to the quality control manager for his action and compliance.

The quality control manager's staff prepares and establishes workable and understandable instructions or procedures. Identical information is presented to the production and inspection departments, to be used as a guide during the manufacturing process cycle.

Inspection is an important function in the quality control system. It is true that in most cases inspec-

tors perform a screening operation—that is, they merely sort the good from the bad. However, if the results of this operation are properly recorded and analyzed, the answers to the following questions will be forthcoming:

1. How much is the process out of control?
2. Where is corrective action required?
3. What method is required to achieve and maintain an acceptable quality level?

With these answers available, a quality control group is in a position to recommend action required to prevent recurrence of existing discrepancies. With the proper techniques and instructions, the mechanic on the line will in most cases prevent the process from drifting out of control. In reality he is the man who should and would produce an acceptable product if he is given the proper information, tools and responsibility.

The inspectors' functions in this type of operation consist of substantiating the effects of the system by (1) first part inspection, (2) roving or floor inspection, (3) sampling inspection of finished products, and (4) material survey inspection.

FOREMAN OF THE MONTH

(Continued from Page 7)

lustration, often drawn in humorous fashion.

The Foreman of the Month and the other eight candidates then select their prizes from a display of many attractive pieces of merchandise. This is provided each month by the Labor Relations department which acts as a kind of host for the contest. Prizes, including cameras, silverware, radios, wrist watches, mixers and other useful items, which cost about \$50 each, are there before the nine men—and all take their time selecting—especially when there is "the

little woman" to consider, too.

Although the contest is for supervisors only, most foremen realize that to compete successfully, they must have the honest help and cooperation of their employees. This exerts a good influence at all levels throughout the plant.

And this influence carries on throughout the year, because, the whole Foreman of the Month contest is pointing up toward the real final winner of the 12 monthly contests. At the end of the company's fiscal year, which is November 30, the Foreman of the Year will be selected from among the 12 monthly winners.

Here again, the basic qualifica-

tions of each of the 12 foremen will be reviewed carefully by the committee and the man showing up with the best record for the whole year will get the top honor. The Foreman of the Year will be "crowned" and honored in a special ceremony at the company's annual foreman's dinner, held each year right after close of the fiscal year.

One early indication of the contest's general effect was seen in the rather pronounced upsurge in the number of suggestions being submitted to the Company's "cash for ideas" suggestion program. Subsequent improvements in safety and waste have also been noted. In general, the contest has produced a more efficient and economy-conscious group of foremen and an interested body of employees on the job.

Indirectly, as it worked out, the ability of the foremen to kindle the spark of competition and real interest for the contest among employees, was one of the more important aspects of this rivalry. As the winner of the first monthly contest put it:

"The cooperation of employees and the foremen that work with me, turned the trick. A man simply can't win it alone."

When a foreman is selected for this top honor, he is a triple winner. In addition to his prize, he wins recognition and honor from his fellow foremen and employees throughout the plant. He also achieves a feeling of self-satisfaction—the all-important knowledge that he can and has done his job as well or better than any other man in the plant.

Mr. C. C. Gates Jr., vice-president, presiding over a recent Foreman of the Month ceremony, described this third, somewhat intangible benefit, by declaring:

"There are no losers in this contest. Each and every man participating gains as he gives."

Mary: "She was an old fashioned girl . . . always stepped out looking fit as a fiddle."

Ruth: "That may be, but her daughter comes home tight as a drum."



WHAT'S WRONG WITH THIS PICTURE?

HERE is a picture of Election Day, U. S. A., 1948.

What do you think would be the feelings of the patriots who bled and died for *your* right to govern yourself were they to have witnessed the shameful spectacle of only *half of the American people* taking the trouble to go to the polls?

And what were the feelings of Joseph Stalin, dictator of almost half the world, and would-be dictator of the rest of it?

He loved it!

There is no better way to destroy the freedom of self-government than to let it lie idle—to fail to exercise the freedom to vote—the freedom that underlies *all others*.

Before the turn of the century, when getting to the polls was much more of a problem of transportation and time than it is today, about 75% of the voters turned out.

In 1940 the figure was 62%; in 1948 it was 51%. In Europe, where freedom is not taken for granted the way it is here, the figure is almost 85%.

Does *your* time-off-for-voting mean just another few hours to golf, hunt, fish, or play cards?

If so, you should be deeply ashamed.

Never before has America had so many important decisions to make.

Peace, war, prosperity, security, even our national safety, is tied up with this campaign.

The job of running America is *everybody's* job. No one can truthfully say that he has no opinions on the issues.

Nor is it enough to *say* that your vote "doesn't count,"; in your heart you know better—*everybody's* vote counts.

And, incidentally, the *right to protest against bad government* is based on the obligation to *vote for good government*.

If you didn't go to the polls, you have no moral right to protest because when you stayed away you said, in effect, "*This election means nothing to me.*"

This is a free country—and you are even free to help destroy it.

And that is just what you are doing when you don't vote!



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The Club Secretaryship— a Chore or an Adventure

• • •

When a man (or even a woman, for that matter) is elected to the office of "Secretary" of a club, the stomach of the honored individual turns to stone and he sometimes cries out in desperation. "But I don't want the HONOR!" Warner Love of the Syracuse Management Club, Syracuse, N. Y., tells here in a few well-chosen words why the "honor" is a challenge—not a sentence to one year at hard labor.



Spread across your desk is a sea of papers. Two long distance operators are trying to get you, and you look up into three smiling faces, maliciously smiling. A committee of three.

The Salesman pulls the rabbit out of the hat. His next trick multiplies the papers to cross your desk by ten, as with great craft he notifies you that you have been nominated Secretary for the ensuing term.

You pray your opponent is a politician. You hope you will lose. The sad day arrives. They sweep you into office. They photograph you, swear you in, and your ego takes over, as you tell the Little Woman, you are officially an officer in 53 Grand. Softly she smiles, "Sucker, did they get you in one of your weak moments?"

Before the next dawn has really dawned the late Secretary moves in a truckload of yesteryear's endeavors—as eager as a yegg delivering hot merchandise to a fence.

He leaves on your desk a Secretary's Procedure, and he proceeds to let you sink or swim. The first line reads "You are the Spark Plug" and from there on out you either Sputter or Spark.

If you have a red headed female Secretary with a mad desire to double her production—you are the actuating impulse, just pass the work over.

Not so lucky—then you add another achievement—YOU learn to type. Sounds gory, and it is. But pretty soon you are in a sea of blood—and you like it. If you are good—pretty soon they call you Mister Secretary.

Everybody on the Board of Control dreams up work for you, but you start a counter offensive, you dream up a lot of work for them—the Booster Foreman, the program chairman, the boys of the Press.

If the President is an eager beaver, let him build some fine dams, just dream up a big agenda, dam up a few streams yourself.

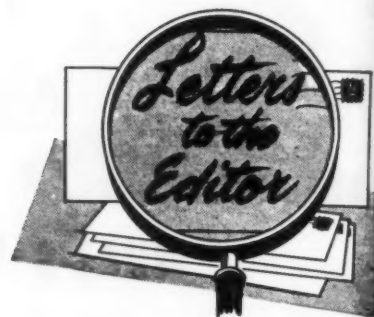
You go to the National—you go to the area conferences—the adventure unfolds—You are part of something big—and you meet a lot of other Pack Toters like yourself.

And then, kid, your Club starts to grow—the bigger it grows, the harder you work—the harder you work, the more it grows.

And you grow with it, the chore becomes an adventure. And they reelect you, and Jean Adams sends form letter No. 6 congratulating you. You start to add hash marks on your sleeve, and Dean Sims sends you letters telling we are 52* Grand—and you kinda swell up—You had a piece of it.

*Now 53,024

WARNER LOVE
Secretary
Syracuse Management Club
Syracuse, N. Y.



QUALITY CONTROL

To the Editor:

"Quality Control for Management" by H. J. Jacobson, published in the August issue of MANAGE, is the first real quality article that I have had the pleasure of reading in any of your NAF magazines. The reason for my enthusiasm is that I am directly concerned with quality control at this plant.

I don't know how many in the top management bracket read this magazine, since a large percentage of them are concentrating on producing quantity rather than quality. I sincerely believe that a campaign should be initiated to acquaint top management with the potentialities of a well-regulated quality control program, which should be an integral part of the overall system.

Enclosed is a summary of what I believe to be the sound basis for a system starting out in industry. If you wish after evaluation of this summary, you may publish it.

Sincerely yours,
Victor G. Verschoore,
Divisional Quality Control Manager,
Hughes Aircraft Company,
Culver City, Calif.,

ED—Readers, for the very excellent summary suggested by Mr. Verschoore, turn to page 24 of this issue.

MANAGE October 1952

RUSHING THINGS A BIT

To the Editor:

I received the August issue of **MANAGE** at 6 p.m., Monday, August 18, when I got home from work. Does your "How Would You Solve This?" contest really expect me to pick up the magazine before I even say hello to my wife and find and read page 15 so that I will have time to write my answer and get it mailed by 6:30 p.m. on account of that is the last mail pick-up that will carry a before-midnight postmark to qualify me for the contest closing this same day? I don't think you intended this and you should give the West Coast a bit more time than a deadline of the same day the magazine is received.

I would have been happy to compete.

Leo Schapiro,
Los Angeles, Calif.

ED—A host of unusual circumstances caused all copies of the August **MANAGE** to be delivered late to all subscribers, but the magazines were mighty late getting to the West Coast. We're terribly sorry and steps have been taken to give readers more time to speak to their wives upon arriving home, before sitting down to read **MANAGE** and write solutions for the "How Would You Have Solved This?" contest.

TOO MUCH SENIORITY?

To the Editor:

I have just completed reading Mr. R. L. Dumas' article on incentive for apprentices, in the current (August, 1952) issue of **MANAGE** Magazine. I, as a supervisor, would like to say that I am in complete accord with Mr. Dumas, as we are sorely in need of some type of "incentive" for our young men and women today.

Some 12 or 15 years ago, all the incentive a young man needed was to get a job. This alone was incentive enough for him to exert every effort to attain better recognition for himself, as well as make his job more secure. However, this isn't true today, as jobs are easily found, and in most cases the job is held by "seniority" as well as being advanced in pay by "seniority."

Seniority is a wonderful thing and I definitely think it should be given every consideration, especially insofar as advancement is concerned. But I do feel that seniority can cause an injustice to be done in those cases where a man is trying to do a good job, is held down and some man who puts forth very little effort is advanced strictly on account of his seniority. What does this do to the man's morale who is really trying?

Now, to get back to our incentives. If a person goes to work for a company and knows that if he stays through his probation period, that he will be advanced, in both pay and position or classification, by seniority. He certainly has the tendency to do just enough to stay out of serious trouble, while biding his time for such advancement.

It seems to me if we could have some kind of merit system whereby a man could be graded, and if the man were the type that put out every effort to attain a higher classification, go ahead and promote him on his merits, even



IT HAD TO HAPPEN SOMETIME—Now you can buy your mineral water baths in 3-oz. packages . . . just dissolve a packet of Desert Springs in your bath-water and slosh around in it fifteen or twenty minutes. It's advertised that aches, pains and nervous tension go down the drain . . . write **MANAGE** for the name and address of manufacturer.

though some other employee might have the edge on him so far as seniority is concerned. This would encourage the man with the higher seniority to keep on his toes, so as to stay ahead of the man with less seniority in merits as well as time on the job.

Naturally this would be hard to sell to our labor organizers as they believe in all advancements being given the senior employees, regardless of whether or not they are qualified. Consequently, we develop employees who put out only enough effort to stay on their job, knowing full well that as new openings appear in higher classifications that they will be the one to get them, as they have been on the job a couple months or so longer than the other employees.

Again I say that Mr. Dumas is absolutely right in feeling that we need some kind of man-made incentives for our people on the job, both those that are new and those that are employees of long standing, as most people get a little sluggish unless they can see

where they can attain a better end by putting out a little extra effort, rather than doing just that which has to be done.

We have a merit system whereby we can increase an employee's pay until he reaches the top of the bracket within his classification, but there he has to stay until all the people who have more seniority than he have been promoted before he can recognize any advancement.

As a closing thought, why not have set work-standards set up by quality control and/or industrial engineers, and if a man doesn't meet the standards at the end of each shift, give him a demerit? On the other hand, if he does meet his work standard, at the end of each shift give him a merit, then when the advancement comes up, take into consideration the merits and demerits a man has—as well as his seniority.

H. L. Nail,
Consolidated Vultee Aircraft Corp.,
Fort Worth, Texas

UNITY IN MANAGEMENT

(Continued from Page 17)

plained facts behind the numbers and coding on all NAA work orders. For years, these numbers and codings had been a mysterious headache to nearly everybody in management outside of the scheduling and planning department.

After the latter meeting, a general administrative executive clapped his hand on the shoulder of a scheduling supervisor and remarked with considerable feeling, "Golly, is my face red! For seven years I've been claiming you boys were nuts and I find out I'm the cuckoo. Now, here's the idea that occurred to me . . ."

And one more workable suggestion, long overlooked by scheduling and planning, went into effect . . .

Visits to plants of other industries is one of the most enjoyable techniques of our educational committee. We go see the shipyards, big steel mills, automobile factories, and other concerns.

After a visit to a shipyard, a NAA supervisor remarked, "I've been working with sheet metal all my life and have never seen how it is made."

Following a tour to Kaiser Steel, a foreman said, "It's sure wonderful to see these other companies, but how about seeing how our own supersonic wind tunnel operates?"

So it wasn't long before the group met for a lengthy session on the supersonic wind tunnel.

These educational tours provide benefits to the company and to the supervisors, themselves, which can never be measured by either party in dollars and cents. But low-cost management and production courses, sponsored by the NAF, pay off in immediate applications to work by the individuals. Through the NAA educational refund plan, both supervisors and employees who take courses in recognized educational institutions receive a refund of two-thirds of the tuition cost. The management clubs encourage large groups of men in similar jobs to enroll together.

The NAA management club in Los Angeles was one of the first West Coast clubs affiliated with the NAF to establish a scholarship

award program for sons and daughters of employees. These yearly scholarships of \$500 each go to two high school seniors who write the best essays on a phase of American life. With this money, two sons or daughters of NAA employees are given running starts into college. More funds are ear-marked by the NAA management clubs every year for this use.

It has been proved in industry that good will between supervisors and employees cannot be created merely by spending money, so the NAA clubs give time and manpower to help in the guidance of employee's children. For instance, the Los Angeles management group sponsors a Boy Scout troop in Westchester, an LA suburb. Five



management club members regularly attend the troop meetings to guide the Scouts—without trying to run their affairs for them. They have helped the boys set up doughnut sales programs, newspaper and magazine subscription drives, or by aiding the boys in establishing individual part-time businesses. Only \$100 a year goes from the LA club's treasury to that of the Boy Scout group—the rest of the troop's expenses comes from pint-sized "free enterprise" projects. The boys learn management by managing with the help of management men who know the game well.

Now a NAA management club has plunged into sponsoring sons of employees in the National Soap Box Derby race. Each North American department (about 100 of them) will sponsor a boy—and will

furnish him with racer plans, templates and all the technical advice he wants. But the boys, according to the rules, must build their racing cars with their own hands.

Every NAA boy—and maybe not even one—cannot go to the Soap Box Derby finals at Akron, O., so North American will stage its own "Baby Soap Box Derby" after the Ohio finals, and every entrant will receive a trophy—win, lose or draw.

It was on the principle that no one has a monopoly on good ideas that North American's management clubs affiliated with the NAF in 1945. The clubs have taken much advantage of the opportunity to take from and give to this pool of ideas and experiences in the various fields of management on a nation-wide scale.

Perhaps I, as a national officer of the NAF, see the power of the national association more clearly than does the average club member. I have found from hard-headed study and cynical examination and investigation that the NAF is a great integrating force and a proven means by which associations of management men of the business, industry, city, district, state or nation can meet on common ground with common objectives to achieve unity in management, develop better management men for tomorrow—and, God willing, preserve our American free enterprise system.

RX FOR INDUSTRY

(Continued from Page 13)

It's the touch that makes a job more than just a way to make a living. It's the human touch. A good boss sees to it that his men get more than money. When an employer ignores these wants he invites discontent and inefficiency.

THE DESIRE FOR RECOGNITION, for the sense of participating, is the key to the science of human relations. Yet, occasionally, instead of saying, "Men, we are all on the team—and we will win together," some of us in management, are inclined to say, "Men, I am the team!" Perhaps this can be well illustrated by a story about the

(Continued on Page 30)

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● "SCAB OR BE FIRED!" is the meaning of the Taft-Hartley Act, according to J. Albert Woll, James A. Glenn and Herbert S. Thatcher, legal counsel for the American Federation of Labor.

● I. A. M. GENERAL VICE PRESIDENT ROY BROWN said in Kansas City: "If this were not a semi-war period, I believe the Aircraft Industry Association would be regarded as a monopoly in violation of the Nation's anti-trust laws. Its member companies are acting in concert on wages, working conditions and other bargaining points, including the Union Shop."

● "... DOMESTIC DEMAGOGUES ARE TRYING to push us toward fascism by telling us it is the only escape from communism. They want to give us the freedom to be exploited, controlled and dominated by those who own business and industry..." (from an editorial in *The Machinist*, September 18, 1952.)

● THE KU KLUX KLAN, helped by Dixiecrat politicians, is behind the current wave of murders and terrorism directed against Negroes and organized labor in the South, according to Stetson Kennedy, writer in *Stag Magazine* and reviewed by *THE CIO NEWS*.

● A CLEVELAND BREADLINE SCENE, taken in the mid-30s, was dragged out of *THE C. W. A. NEWS* morgue and featured on the front page of its September, 1952, issue. "Don't Let It Happen Again," screamed the headline in bold-face type.

● THE WEEKLY NEWSPAPER "LABOR" screamed (September 13, 1952) "Many big corporations prefer to give or throw away money, rather than pay it in profit taxes to Uncle Sam, even when he needs it for war and defense."

● ALTHOUGH THE TENNESSEE VALLEY AUTHORITY was originally created to utilize water-power in

the manufacture of electricity, the U. M. W. Journal lauded (September 15, 1952) it for "becoming more and more dependent upon coal." The publication quoted a TVA official as saying that by the end of 1953 the TVA will be using annually 8,000,000 tons of coal . . . maybe 15,000,000 tons.

● THE A. F. OF L. NEWS-REPORTER (September 5, 1952) editorialized: "... Under the handicaps of the Taft-Hartley Act, organization of the unorganized has slowed to a comparative standstill. Under the pitifully weak price control law passed by Congress, the living standards of American workers are steadily being whittled down by inflation. The only way labor can find to break the legislative log jam is political action."

● THE NON-PARTISAN WEEKLY labor newspaper *THE LABOR UNION* lauded American's private enterprise-electric power industry for its comprehensive expansion plans, saying: "This should be of interest to those who have fallen for the socialist line that private enterprise isn't capable of providing the nation with its electric power needs—and that the only way to do the job is to dig deep into the public till and build tax-subsidized, politically-managed socialized plants and system."

● "OUR SCHOOL TEACHERS ARE OUR FIRST LINE of defense," Congressmen Morgan M. Moulder of Missouri declared last month in a statement urging Federal aid to education.

● THE WEEKLY NEWSPAPER OF THE IAM, *The Machinist*, suggested via a feature article that "the boss can't tell who signed first" if shop petitions are made circular and the circles divided into sections.

SEPTEMBER WINNERS

(Continued from Page 19)

laws which may not inconceivably exist to cover the "public safety" phase of the situation, should certainly make the discharge of this menace stick.

Honorable Mention—D. H. Culbertson, Toledo, O.; Mrs. William R. DeMass, Otley, Iowa; Mark Funderburg, South Bend, Ind.; H. B. Hobby, Tulsa, Okla.; Dee Anderson, Hammond, Ind.; T. E. Gilliam, Birmingham, Ala.; Dewey Hogge, East St. Louis, Ill.; George B. Mara, Canastota, N. Y.; William Regenold, Toledo, O.; and E. R. Schenkel, Bellflower, Calif.

If you have a supervisory problem you would like help on by **MANAGE** readers, send it in and we'll publish it . . . but, sorry, no prizes for problems . . . just solutions.

She went in to look at his etchings
And that's why the poor girl is blamed;
It turned out that she, not a picture,
Was then and there expertly framed.

RX FOR INDUSTRY

(Continued from Page 28)

late Knute Rockne. After one of his triumphant seasons, when the sports writers crowded around him, the coach said, "Write about the boys; they won the game." Good strategy and good human relations.

Industry didn't know the meaning of labor trouble until it grew big. When the proprietor got too busy to know his people and maintain direct communication with them and became so remote that his employees had little opportunity to know him and understand his problems, management and labor began to pull apart. Problems of merchandising, advertising, and production took precedence in the minds of some management over the problems of people, and machines for a time seemed to be more important than men.

The mass production technique has created a little trouble too. Under the old handicraft system, a man made an article from beginning to end. He could look at the finished product—the graceful

silver urn, the well-turned shoe, the sturdy wagon—and know that his own strength and skill had made it what it was. He took pride in his work. He derived satisfaction from doing a good job.

TODAY, SOME INDUSTRIAL WORK IS MONOTONOUS AND DULL. Workers often do not know the use of the part they make. Most people want to know that they are doing something worthwhile. They like to know that they are being useful, that they are making a real contribution. It helps them to get a feeling of satisfaction out of the day's work. They want their efforts to be recognized. Half the fun of doing a job well is to have someone else appreciate it.

A few years ago, an electrical equipment company carried on an experiment. A group of girls doing assembly work were placed in a separate room for two years. Working conditions were changed frequently. Production increased and absenteeism decreased 80 per cent. The girls were happier in their work. Why? Not because of changes made in working conditions, but because of a change in attitude among the employees. Before any changes in conditions affecting their work were made, the girls were consulted. Their opinions were asked, and they were invited to assist in supervision. They felt that they were taking part in an important experiment. The work was just as monotonous as ever, but the girls received satisfaction from the fact that they were being treated as individuals, and that they were helping to "operate the business."

There are other ways to increase the feeling of participation and lower any barrier between management and the rank and file. Some business officials never talk to an employee across their desks, because they feel that the business office has an unhealthy atmosphere of authority. They get out with the men, and in some instances they also hold small informal conferences with their employees at regularly-stated intervals.

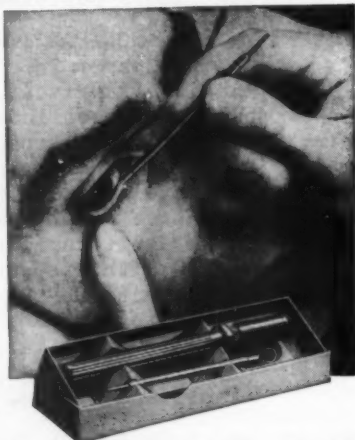
(Continued on Page 32)

AN INDISPENSABLE FIRST-AID INSTRUMENT

G-S EYE SWEEP

Double
Purpose

MAGNET
AND LOOP

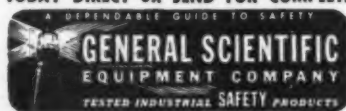


For removing metallic particles, dirt, chips, any foreign matter from the eye. **\$2.50**

Magnetic tip easily picks up the smallest piece of iron or steel. Flexible loop is very convenient for removing cinders, dirt and non-magnetic particles.

Sterilization will not affect magnetic properties or loop. A hard rubber carrying case is provided with each G-S Eye Sweep.

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New Products and Free Publications for Management Men

Handy Gadget For Supervisors

In handling the paperwork that goes with running your department you may be able to use a handy little pocket-size rubber stamp that fits on the end of a pencil. This item, manufactured by Dri-Lo Co., Hazel Park, Michigan, even inks itself automatically.

It marks equally well on porous or non-porous surfaces, including metal (dry or oily), wood, paper, cloth, vinyl, glass, and rubber. Markings can be indelible or not. How it works and more about it can be obtained easily—

CIRCLE 1001 ON SERVICE COUPON

Are You a Chartmaker?

If you find it necessary either in your work or in training and club activities to make charts and graphs, the Chart-Pak is a solution to your problem.

Made by Chart-Pak, Inc., Stamford, Conn., this kit includes a plastic board, twenty-eight different patterns on pressure sensitive tapes, the necessary accessories for application, and instructions for making bar, columnar, line and curve charts. The kit contains more than 10,000 inches of tape, enough to make a wide variety of charts. For more info and how much it will cost—

CIRCLE 1002 ON SERVICE COUPON

Power, Performance In Handlamp

When you have troubles, perhaps an emergency, and the power has been interrupted, the GS Model 22 handlamp should fill the bill, whether it happens at work in your department or at home.

This item fits on a 7½ volt battery. It is fitted with a rubber grip handle, two way fingertip switch control, 3 C. P. on low beam and 21 C. P. on high beam. (Sealed beam available.) It has a non-corrosive aluminum bracket, chrome plated head and reflector, 8° adjustable head. For additional information on this safety article—

CIRCLE 1003 ON SERVICE COUPON

Save Costs . . . Tag It!

It's not a new idea to you production pushers but a number of companies have prevented lost time and costly mistakes by using system tags when introducing a new model to the production line.

According to the Tag Manufacturers Institute, New York City, a tag should be designed and ordered before putting the approved model on the line. On the tag should be listed in order all operations and itemized list of parts for each operation. Thus the workman at each stage has an immediate reference to guide him. For more data—

CIRCLE 1004 ON SERVICE COUPON

Mark the Way Along

A new, light-weight applicator for applying lane marking tape to industrial and commercial floor areas, has been announced by Minnesota Mining and Manufacturing Co., St. Paul, Minn.

Tradenamed "Scotch" brand lane marking applicator, it is designed to semi-automatically apply strips of "Scotch" brand plastic film tape No. 471 to mark trucking lanes, aisles, storage areas, and safety zones on floors.

Formerly two maintenance men were

needed, and the job required two operations—first laying the tape, then rolling it firmly in place. With the new applicator, only one man is needed, and the tape is applied and rolled in a single step.

Both the applicator and No. 471 tape are available from paper, mill supply and hardware jobbers nationally but you can learn more—

CIRCLE 1005 ON SERVICE COUPON

Here's A New Rotary Table

The Kenco Manufacturing Company, Los Angeles, California, manufacturers of KENCO PUNCH PRESSES, an 8" ROTARY TABLE and other machine tool products, has introduced a new, 12", high precision rotary table that is attracting widespread attention from leading electronics, aircraft and automotive manufacturers all over the country.

The KENCO 12", ROTARY TABLE top is graduated from 0° to 360° and the dial is graduated in minutes for greater precision and closer indexing. It has an adjustable marker to aid in fast setups, and an eccentric cam which disengages the worm for high production indexing. There is an adjustable stop for positive return and to take up wear. Its accuracy is guaranteed within .0005" in concentricity run out and .001 in parallel top to base.

For other features and a free circular—

CIRCLE 1006 ON SERVICE COUPON

New Literature Offered

(Circle the Number on Service Coupon)

1007.—A new brochure "Wet Blasting in Precision Finishing" has just been published by American Wheelabrator and Equipment Corporation, Mishawaka, Indiana. This six page offering shows the application of wet blasting to such work as die and mold finishing, die and mold maintenance, tool finishing and deburring, heat treat scale removal, and surface preparation for plating in all applications where close tolerances on work must be maintained.

1008.—Three bulletins on acid-proof materials and construction are offered by Aqua-Therm

Inc., Dayton, Ohio. Bulletin No. 139 discusses Eonite pipe and fittings for handling most mineral acids, alkalis and organic solvents. Bulletin No. 180 discusses the acid proof construction of pickling and plating tanks; process tanks, vessels, and towers pickling and plating basins; acid proof floors. Bulletin No. 190 discusses Eonite lacquer, a coating to protect interior or exterior surfaces from the corrosive effects of gases vapors, mists and liquids. You can get all three of these technical papers.

1009.—The Thermold Co., Trenton, N. J. announces the publication of an eight page pamphlet in four colors describing their new "Basic Five" industrial hose line. Five hose types in the new line replace 18 hose types previously offered. Also included are details on construction, sizes, lengths, pressures, recommended couplings, etc.

1010.—"All Under One Roof" is the title of the new brochure available from Sam Tour & Co., Inc., New York 6, N. Y. This brochure explains the variety of technical services offered by this organization of consulting and development engineers. It describes the complete laboratory facilities for the comprehensive testing and analysis of all types of industrial materials.

1011.—"What Can Posters Really Do For A Suggestion System?" is the title of a new bulletin published by Personnel Materials Co., Chicago 6, Ill. You might gather some good tips in this.

1012.—A colorful new catalog on Safety First steel toe safety shoes has been prepared by the Safety Shoe Co., Holliston, Mass. Included are color reproductions and cutaway drawings of new shoe styles equipped with air cushioned inner soles of genuine foam latex.

1013.—A completely new 32 page catalog describing how Di-Acro Metalworking Machines perform a wide variety of forming cutting and punching operations in medium and light weight materials is available upon request from O'Neil-Irwin Mfg. Co., Lake City, Minn. Use the coupon below and it will be sent to you.

Note: Inquiries for the items listed above will not be serviced beyond Nov. 30

MANAGE MAGAZINE

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Please send me further information on items circled below:

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City _____ Zone _____ State _____

RX FOR INDUSTRY

(Continued from Page 24)

IN ANY HUMAN RELATIONS PROGRAM, SUPERVISORY PERSONNEL ARE THE KEY TO SUCCESS. In most modern industries, the employee never sees the "big bosses"—his first and most lasting impression of the company is through his foreman and during the first few days on the job. Foremen can make or break a human relations program. A good supervisor must understand the motivating forces behind human behavior, so that he will know that Joe is worried over a sick child, or a wife who is spending too much on clothes. Not long ago, one factory foreman noticed that one of his young employees was slow, bitter in his talk, and uninterested in his work. His first impulse was to fire the man. But instead he asked some of the young man's friends what was wrong with him. The foreman learned that the father of the lad had been sentenced to a long term in prison, and realized that the young man was wasting time feeling sorry for himself. So he called the employee aside and had a friendly chat with him. He convinced the young man that he should use the family incident as a challenge to the future, toward improving his own standing. The result was that the young man returned to work with enthusiasm.

The need for consideration and encouragement is universal. I am sure that all parents recognize this need in their own children. Even the United States Army has adopted a new human relations approach. Officers are taught to deal with enlisted men in such a manner that will preserve their human dignity and self-respect. The old "treat 'em rough and tell 'em nothing" policy is out.

Among the policies that build self-respect is the open approach, in which employees are given the complete company financial picture—and in terms they can understand. Industries now try to show not only their earnings, but the total of their payrolls, the number they employ, the amount of the profits and expenses, and their effort to create more jobs and more services.

ANY HUMAN RELATIONS PROGRAM MUST BE CARRIED OUT IN FULL SINCERITY.

Unless the management actually feels respect for the individual, its efforts will fail. Employers must believe that the average employee is a pretty decent fellow, with the right to know what is going on. Some few companies still believe that their interest and responsibility ends with safety devices on the machinery, a place to work, and a pay check. However, when management trusts and respects its employees, the respect is usually justified and returned. When management regards personnel as merely a part of the machinery for production, it is not surprising that trouble results.

The employee must feel that he is important. He must be made to feel that he is an independent spirit, an individual with dignity. He must feel somewhat like the old Spanish-American War veteran. He was in a little rural postoffice when he received his pension check. Everyone was looking over his shoulder. They were trying to see how much the old boy was getting. He held up the check, saying—"See what it is. That's a check from the government—the government of the United States of America. The greatest government on earth. You see this picture here in this corner? That's the White House where the President lives, the big boy who takes charge of this greatest government. The picture of his house is on my check. You see who signs it? That is signed by the Secretary of the Treasury. You know the Treasury is the place where they keep all the government money, the biggest government on earth. The Secretary himself personally signs my check." Then, flourishing the check, he said, "And yet, gentlemen, it isn't worth a plugged nickel until I sign it."

THE INDIVIDUAL IS IMPORTANT. When all of industry has learned to do a good human relations job, it will have woven itself so intimately into the social fabric of America that "come wind, come weather" from whatever quarter it will triumphantly survive.

LABOR-MANAGEMENT COUNCIL

(Continued from Page 11)

Maytag's participation won an annual victory garden award for several years. The program has now been expanded to include a flower show and canning and home freezing contests.

Another annual undertaking of the council is a Christmas party for all children of Maytag workers. In addition to a variety of entertainment, the council provides gifts and treats for all who attend.

As evidence of success in the activity for which it was originally formed, the Labor-Management Council can point to more than \$3,000,000 in government bond purchases through the payroll savings plan by Maytag workers. Approximately 20 per cent of the employees are currently participating in this program.

Throughout the years of its existence, the Labor-Management group has also helped sponsor such events as a foundry dedication; E flag, T flag and National Security Award presentation ceremonies; 50th anniversary and Victory celebrations; production achievements such as the 5,000,000th, 6,000,000th and 7,000,000th Maytag washer milestones; community open house and Business - Industry - Education - Clergy days and has participated in community events by entering floats in parades, backing blood banks, etc.

The council's seemingly limitless list of projects throughout the years has included plant cleanup drives, co-operation in clothing, scrap and other collections during the war, helping arrange transportation for workers, sending cigarets to servicemen, setting up and supplying poster boards, distribution of informative literature, providing coded key ring identification tabs for all employees, sponsorship and financing of Christmas decorations throughout the plant and cooperation in improving parking facilities.

As part of its bond rally program, the council was responsible for construction of a large portable platform which is used regularly

(Continued on Page 34)

MANAGE October 1952

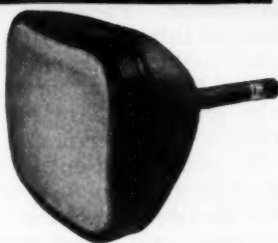
"MAN-MADE MINERALS"

*contribute immeasurably
to life's pleasures...*



MAINTAINING UNIFORM HIGH QUALITY OF CARBORUNDUM abrasives is the process under observation here. Beta-ray gauges, the first ever installed by any abrasives manufacturer, have been adapted by CARBORUNDUM engineers to assure constant uniformity of product, vitally essential in such critical operations as the polishing of television picture tubes to provide a brilliant, distortion-free image.

A process of the Coated Products Division



"The pleasant life" is vastly more pleasant today than ever before—in large measure because of the "man-made minerals," silicon carbide and aluminum oxide by CARBORUNDUM. These products of the electric furnace have been put to work in an infinite variety of ways to lower the cost of luxuries and necessities alike, and so to make them available to more and more people.

Wherever you find a product which has been formed, shaped, drilled, enameled, baked, painted, polished or sharpened, you can be sure it's been helped on its way to market by the "man-made minerals" pioneered by CARBORUNDUM. Equally so wherever you find a process involving diffusion, filtration, resistance to heat, chemical attack, corrosion, abrasion.

The unique properties of these materials are opening new industrial frontiers. Your inquiry to CARBORUNDUM is invited—whether you are a potential customer of CARBORUNDUM or a potential member of our great engineering staff.



THIS PORTABLE OUTDOOR ROTIS- SERIE is equipped with GLOBAR electric heating elements made not of metal but of "man-made minerals." These elements reach maximum heat in seconds, thus help seal in meat juices for moist, succulent, tender steaks and roasts.

Heating Elements made by the GLOBAR Division



AUTOMOBILE MASS PRODUCTION owes much to "man-made minerals." A remarkable form is FERROCARBO, a deoxidizer used in many metallurgical processes. Added to the molten metal, this product by CARBORUNDUM produces metal that yields stronger, cleaner, easier-to-machine castings, of which the motor car industry utilizes millions.

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SOFT DRINKS travel safely to eager consumers in glass bottles—are more inviting in glass that's free from discoloration, flaws and bubbles. Leading bottle makers get this product quality, since their melting tanks are lined with MONOFRAX fused cast refractories. More important, they get product *quantity*... longer tank life that means extra months of service, extra thousands of tons of glass.

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Products by CARBORUNDUM include Grinding and Cutting-Off Wheels, Discs and Sticks... Coated Abrasive Sheets and Belts... Waterproof Abrasive Paper... Abrasive Grain and Powders and other abrasive products... Electric Heating Elements and Ceramic Resistors... Grain and Briquettes for deoxidizing steel and iron... Super Refractory Bricks, Special Shapes and Cements... Porous Filter Media and Diffusers—and are marketed under the following trademarks:

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FERROCARBO • CARBOFRAX • ALFRAX • MONOFRAX • MULLFRAX**

LABOR-MANAGEMENT

(Continued from Page 32)

for outdoor public gatherings of all sorts. The council and the NAF-affiliated Maytag Management Club jointly own a public address system and record player, likewise made available to a wide variety of organizations.

The council has lent its weight to community movements such as a drive to secure a large recreation lake near Newton, a campaign to induce The Maytag Company to build Plant 2 in Newton, a movement to set up a community-wide discussion forum on subjects of general interest, efforts to secure more housing facilities in Newton to keep pace with expanding industrial growth, and a campaign to get natural gas for Newton.

At the time the original workers committee was formed, a weekly plant newspaper called the *Maytag Bulletin* was founded. By popular request, the *Bulletin* has continued to be published under the sponsorship of the Labor-Management Council but financed by the company. Now in its 10th year of publication, the paper is read by 99 per cent of Maytag workers according to the Michigan Research Center Survey, and when asked for suggestions on how to improve it, 94 per cent of them indicated complete satisfaction.

A statement by the editor outlining the background, purposes and policies of the publication says:

"The *Bulletin* believes that the dignity of the individual and his desire for recognition and a place of importance and respect in the plant and community are among the most important factors to be considered in developing good employee relations. To that end, we attempt to record his accomplishments and the achievements of members of his family in all fields of endeavor. We believe if we can develop in a worker a deep self respect, he will make a more stable and valuable employee.

"We try at all times to develop an 'esprit de corps' among employees and to help break down barriers between departments and classifications. In addition to news about the company, its products and its people, we also try to supply

our workers with information about the appliance industry in general by carrying frank information about our competitors. Without preaching, we also try to keep them informed about economic, social and political developments affecting industry and industrial workers.

"Another prime purpose of the *Bulletin* is to integrate Maytag workers into the local community. The Labor-Management Council attempts to implement this policy by having its activities tie in with established Newton institutions and refrains from setting up separate, competing operations which would hamper the programs of those organizations. In cooperation with the Labor-Management Council, the *Bulletin* follows Maytag people out into the community and records their participation in these events.

"The publication provides an excellent medium for developing and maintaining interest in the Labor-Management program and for backing worthwhile causes such as Red Cross, Christmas Seals, polio and cancer drives. An annual vacation photo contest draws numerous entries and develops considerable interest.

"All articles containing informational, technical and policy material are verified with responsible officials and supervisors before publication. Facts are carefully checked through our files and personal contact with individuals affected. Members of our department take great pride in keeping the *Bulletin* free of errors."

In commenting on the employee newspaper, Irwin A. Rose, Maytag vice president in charge of manufacturing, said "Good lines of communication are important in any organization. The *Maytag Bulletin* provides a good medium for keeping employees informed on company policies, plans and accom-

Pants are made for men and not for women. Women are made for men and not for pants. When a man pants for a woman and a woman pants for a man, they are a pair of pants. Such pants do not always last, and then they are called breeches of promise. This often turns into a suit. When two couples are mixed up in the suit, all panting, it is a suit with two pairs of pants!

plishments. It is also valuable for acquainting employees with each other and informing them of the part other departments of the company play in the whole production picture."

President Fred Maytag sums up the composite reaction of management and employees as follows: "It has always been the policy of *Bulletin* editors to report the news straight. If you read it in the *Bulletin*, it's true."

Activities of the Labor-Management Council are financed by proceeds from candy, soft drink and coffee vending machines which provide a revenue of approximately \$1,000 a month. This income is used to purchase uniforms and pay expenses of athletic teams, defray the cost of picnics and parties, "key-tainers," trophies and supplies and to finance participation in community activities.

The council's program is carried on entirely through volunteer committees with approximately one-third of the entire Maytag employee organization taking part in one or more of the various projects. The only reward committee members receive is a highly prized invitation to an annual Spring-roundup dinner at which they are banqueted, entertained and treated to an evening of true fellowship. Members of the council receive a souvenir tie clasp bearing a Labor-Management emblem.

The Labor-Management Council and its project committees provide excellent opportunities for leadership training and experience. During the years, many workers have been developed into present and prospective management men through Labor-Management activities.

The council was prominently mentioned in an article about Fred Maytag in *Life Magazine* some months ago. Mr. Maytag expressed his attitude toward the council at one of the annual spring parties as follows:

"The world is so involved with technological and social changes it is necessary for all of us to assume an attitude of interdependence in our relationships such as that typified by the Labor-Management Council."

A parson was counseling one of his parishioners about his matrimonial troubles. Said the parson, "I'm sorry that discord has set in; but you must remember that you took your bride for better or for worse."

"Yes, sir," replied the dejected husband, "I know, but she's worse than I took her for."

Mark Anthony: "I wish to see Cleopatra."

Slave: "She's in bed with laryngitis."

Mark: "I'll kill that Greek!"

A small boy was seated on the curb with a pint of whiskey in his hand, reading the "Skywriter" and smoking a cigar.

An old lady passed and asked, "Little boy, why aren't you in school?"

The infant replied, "Heck, lady, I ain't but four!"

Admiral Byrd was showing his trophies to an admiring visitor. "By rights," he said, "This silverware should have been given to my dogs. They discovered the pole first."

And then there was the Indian girl who had a lot of fun with her beau and error.



Golfer (unbalanced by some afternoon drinks) to opponent: "Sir, I wish you clearly to understand that I resent your interference with my game. Tilt the green just one more time, and I'll biff you over the head with this putter."

A lady opened her refrigerator door, and a rabbit was sitting there. She said, "Well, what are you doing here?"

The rabbit said, "This is a Westinghouse, isn't it?"

"Yes," said the lady.

Then the little rabbit said, "Well, I'm westin'."

Father: "Well, Son, what did you learn in Sunday School today? Anything new?"

Son: "Sure, Daddy. I learned all about a crosseyed bear. His name was 'Gladly.' We sang a song about him. 'Gladly the Cross I'd Bear.'"

"Did you get home all right after the party last night?"

"Fine thanks; except that as I turned into my street, some idiot stepped on my fingers."

"Well Son, what did you find was the hardest thing to learn at college?"

"How to open bottles with a quarter."

"Well, my boy," said the newly arrived Uncle, "What did you get for your birthday?"

"Aw, I got a little red chair," said the three year old, "but it ain't much good. It's got a hole in the bottom of it."

"How did your brother die?"

"He fell through some scaffolding."

"What was he doing up there?"

"Being Hanged!"

Celebrity: "Why yes, I'll endorse your cigarette . . . for \$50,000."

Advertising Agent: "I'll see you inhale first."

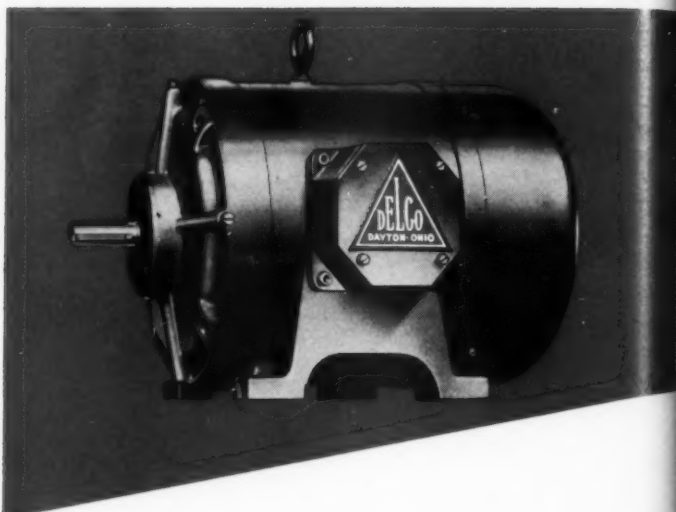
A snuff manufacturer is not usually very well liked. He's always going around sticking his business in other people's noses.

DOWN AT THE SALT MINES



"Government froze it, Hon!"

To
keep
things
going...



replace with

DELCO MOTORS

The Delco is a production man's motor. It is designed, engineered and precision-built with but one thought in mind—it must be able to *keep going* even under the severest conditions.

Call for Delcos the next time it is necessary to order replacement motors. You'll then learn why Delcos have earned the respect of production men the country over.

THERE'S A DELCO FOR PRACTICALLY ANY INDUSTRIAL APPLICATION

Open and closed motors up to 100 h.p. for standard foot mountings. NEMA C&D flange-mounted motors up to 30 h.p. Available through local Delco motor distributors.

DELCO PRODUCTS

Division of General Motors Corporation
Dayton, Ohio

Available Through Local Delco Motor Distributors

